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ABSTRACT

This publication is a collection of library public services policy statements, which were received in response to a survey of members of the Association of Research Libraries (ARL) in the fall of 1980, and additional recent statements. A concise summary of issues related to public services policies precedes the main body of the kit, in which 25 documents prepared at 10 university libraries are presented. The documents are divided into four sections: (1) excerpts from library mission and goals statements developed at the University of California-Riverside and University of British Columbia; (2) library public services goals and objectives statements from the University of Maryland, University of California-Berkeley, University of Georgia, and University of Tennessee-Knoxville; (3) policy statements for library public service units from Michigan State University, University of Michigan, and Arizona State University; and (4) statements of performance standards and evaluation from the University of California-San Diego and Arizona State University. A list of three ARL publications on library goals and objectives and an evaluation sheet for this ARL Systems and Procedures Exchange Center (SPEC) kit are provided. (ESR)

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# Public Services Goals and Objectives in ARL Libraries

## Kit 84

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# PUBLIC SERVICES GOALS AND OBJECTIVES IN ARL LIBRARIES

Public services goals and objectives often are developed within the context of university-wide or library-wide programs. Such programs attracted libraries' interest during the seventies as one response to diminishing resources and the growing demand for accountability by service agencies. In other cases, where organizations have not specified overall goals and objectives, public services units sometimes have composed their own statements, most frequently to clarify or modify individual program priorities. SPEC Flyer/Kit #84 contains examples of public services goals and objectives statements received in response to the Public Services Survey conducted in the fall of 1980, as well as more recent material which identifies some of the advances in public services goals and objectives work since the October 1979 SPEC Kit/Flyer #58 on goals and objectives.

Public services staffs have adapted goals and objectives statements to their own needs and purposes. In an atmosphere of declining support for library operations, public services sometimes have felt the full impact of budget cuts as administrators try to preserve materials budgets. Frequently a reassessment of public services needs and priorities follows, and this in turn requires defining the rationale for services programs. Many goals and objectives statements represent a written acknowledgement that such assessments have been conducted.

DEVELOPING GOALS AND OBJECTIVES. A fully developed goals and objectives program for public services typically includes a broad mission statement and long-range goals for the entire program; both long- and short-range goals for individual public services units; performance standards or measures designed to indicate when a goal is achieved; and goals developed by individual staff as a basis for performance appraisal. Such broad-based programs usually have a great deal of visible organizational support; for example, staff training in goal development, and timetables for reviewing progress. A few libraries have instituted annual reviews of goals and objectives as part of their reporting or planning process.

Some public services units have decided to adapt and modify larger programs, for varying reasons. First, fully developing goals and objectives statements can be a time-consuming exercise, especially for units that maintain demanding service schedules. Second, sometimes the unit as a whole is not accustomed to or ready for such a complex planning exercise. Third, self-study projects widely applied in research and academic libraries have shown that goal development can be a beneficial activity even when confined to a single unit. Like self-studies, goals and objectives projects are most likely to be successful in a climate of perceived need for the product, organizational readiness, and willingness to be open to new directions.

CURRENT PRACTICES. Individual libraries' public service goals and objectives statements vary greatly. Some are working documents intended to track annual progress toward relatively specific objectives and goals. Others are designed so that staff may refer to them when communicating library policy to users. Statements intended to be used in this way are less technical and detailed. As communication tools, such statements make visible the

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library's beliefs about its role and functions. To follow up the goals and objectives, some libraries have integrated them with statements of policies and guides to day-to-day operations. In public services work, such detailed guides help achieve uniform staff response to a wide range of requests, and also make clear the library's interpretation of its accepted principles. Public services goals and objectives documents also have included descriptions of ongoing purposes and functions, planning assumptions, limitations and constraints, guidelines for interpretation, and philosophical rationales. Very detailed statements incorporate concerns such as recruitment of superior staff, staff training and development, evaluation of services, management and organization of services, librarians' participation in outside professional activities, and cooperative activities. In a few cases, statistical measures that relate to acceptable or desired service levels are attached to the goals statements. However, precise performance measures normally do not appear.

ISSUES AND TRENDS. Many public services units have found that working on goals and objectives is a valuable developmental activity. The process encourages the frequently busy public services staff to communicate about what they do and why they do it -- to leave the world of reference questions and circulation transactions and to consider the library's relationship to the classroom, to the university, and to the outside community. Also, staff can articulate their interests and aspirations for the units, develop a mutual understanding of the purposes of their work, identify the focus of their services, clarify and reorder priorities, and relate public services goals to those of other library units, to the library, and to the profession.

Staff members sometimes have resisted written goals and objectives statements. Some critics cite the usual objection to all goals and objectives construction: that the goal setting exercise merely confirms what is already well known. Many public services staff feel that the statements have implications such as fiscal accountability and production quotas that do not apply to their work. The difficulties attached to measuring service quality, as well as the need to be continuously responsive to users' daily needs, also have been cited as reasons for not spending the time required to produce full goals and objectives documents. Further, staff in reference units, in particular, often work in a collegial atmosphere, which is contrary to the hierarchical nature of unit-by-unit goal setting.

For libraries that elect to develop goals and objectives in some units, but not in others, there are certain risks. One difficulty is that rather than codifying what is currently acknowledged and planned, the goals/objectives exercise becomes a vehicle for either criticizing or confirming the status quo. It also is possible that work with other units will be affected if the goal-setting department decides that aspects of interdepartmental work need attention. Assuring conformity and articulating the connections among departmental goals and objectives requires sound administrative guidance.

A few libraries have formulated quantitative performance standards to accompany their goals and objectives statements. The intent is to measure activity and to provide information for future planning. In the past, such standards often were viewed as production quotas, but more recently librarians have realized that they can indicate desirable averages, or represent expectations as to what is possible to achieve. If a unit does not reach the specified activity levels, the standards can be treated as an indicator of need to re-study the situation.

The SPEC Kit on Public Services Goals and Objectives in ARL Libraries (#84, May, 1982) contains 25 documents (108 pages) that include two comprehensive library mission and goals statements with public services statements, four general statements for public services, and 12 public service units' statements. The kit also has a document relating to performance standards, and two relating to individual performance evaluation. SPEC Kits are available by subscription from the Systems and Procedures Exchange Center, OMS/ARL, 1527 New Hampshire Ave., N.W., Washington, D.C., 20036. Individual kits may be purchased--prepaid only--for $15.00 (U.S.) with a check made payable to "ARL Office of Management Studies." Library members of ARL receive kits for $7.50.



SPEC FLYER/Kit #84 was prepared by George Soete,
Assistant Director for Public Services, University of California,
San Diego, as part of the OMS Collaborative Research/Writing Program.

# USES OF SPEC KITS

The Systems and Procedures Exchange Center (SPEC) is a clearinghouse operated by the Association of Research Libraries, Office of Management Studies that provides a central source of timely information and materials on the management and operations of large academic and research libraries. It facilitates the exchange of knowledge and documents through SPEC Kits, which are distributed ten times each year to ARL members and other interested libraries. The Kits include topically-arranged groupings of unedited primary source documents – selected for their value to administrators and decision-makers – that illustrate a wide range of alternative approaches to specfic issues.

Kit documents come from general membership surveys and from selected libraries contacted directly by SPEC, and most Kits are produced within six months of surveys. The documents' value comes from their variety of ideas, methods, and solutions. They are not viewed as finished products, but rather as points of departure for a library's planning efforts and as stimulants to innovative approaches to problem-solving. As such, Kits do not present answers or prescriptions for any one library; instead they illustrate how selected ARL members are planning for or dealing with particular issues. The worth of any one Kit to a particular library will depend upon the specific topic covered and the library's stage of development in that area.

Materials are selected according to the following criteria:

- Presents an approach of potential value to administrators and decision-makers
- Timely, and dealing directly with the topic under consideration
- Probability of application of ideas or thinking to other library situations
- Illustrative of actual practice, rather than theoretical
- Understandable, readable communication

All together, the materials should provide a range of alternative approaches that complement each other, provide variety, and stimulate comparison and contrast.

Libraries can take advantage of the Kit compilations in a number of ways. Administrators can evaluate the assumptions, methods, and results of other libraries' approaches; compare and contrast them; and use the learnings in their own situations. Library staff members can use the kits as professional development and current awareness tools. Committees and task forces can use them to begin a review of current practices. And the Kits can identify other persons or places to contact for further information. Back-up files in the SPEC office also are available for loan to member libraries. In addition, SPEC will conduct on-demand surveys or analyses geared specifically for a single library.

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# EVALUATION

Kit Title/Number _____

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.KIT #84
May, 1982.

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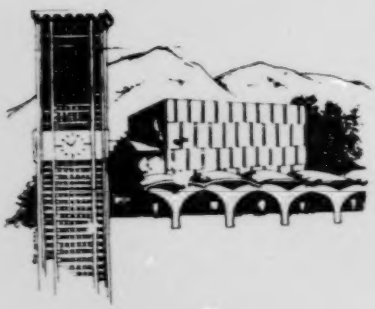
# COMPREHENSIVE MISSION AND GOALS STATEMENTS

# WITH PUBLIC SERVICES STATEMENTS

# The UCR Library
# Plan for the Eighties



University Library
University of California, Riverside
1981

# 1. INTRODUCTION

## 1.1. The Purpose of the Plan

The purpose of this plan is to describe briefly the Library and each of its functions, to state assumptions and principles which underlie the plans for the future, and to present the objectives the Library has for the Eighties. This plan is intended to serve as an overall planning document, as well as a descriptive introduction to the UCR Library system.

In June of 1980, the Task Force on the University Library and the Academic Mission prepared a report to the Chancellor. This plan will further amplify the Task Force's report, and describe in more detail the planning objectives of the Library for the next decade.

The Library has established a regular mechanism for setting goals and objectives on an annual basis. Each year the management team of the Library participates in a management planning workshop for the purpose of reviewing the year's activities in the context of the previous year's goals and objectives. Overall goals and objectives are set for the Library and each administrative unit, and these are codified in the UCR Library Planning Notebook. The *UCR Library Plan for the Eighties* will be a longer range extension of this planning process and will be used as a foundation for the Planning Notebook.

## 1.2. Organization of the Plan

The *Plan for the Eighties* is organized into a series of sections, each one devoted to a particular aspect of the Library. The second section is an executive summary of the

major planning assumptions and goals and includes a general description of the Library.

## 1.3. The UCR Library in the University

Academic libraries play a central role in the mission of the university they serve. In the draft *University Planning Statement* (September 30, 1980) the fundamental mission of the University was stated, and it is appropriate to quote from it here for the purposes of putting the Library plans into proper perspective:

> The distinctive mission of the University is to serve society as a center of higher learning by helping students to explore and discover new knowledge and by preparing them for life as productive citizens in a free society, by providing long term societal benefits through discovery and transmission of advanced knowledge. This obligation, more specifically, includes undergraduate education, graduate and professional education, research, and public service, which are shaped and bounded by the central and pervasive mission of discovering, advancing, and sharing knowledge.

The Library participates directly in this mission by providing facilities where knowledge may be explored and discovered, by serving as the means for transmitting advanced knowledge, and perhaps most importantly, by serving as a repository for the records of the intellectual and cultural evolution of our civilization. With its programs in reference and library instruction, its carefully developed collections, and its advanced automated methods for organizing and providing access to these collections, the Library is an integral part of the research and instructional program of the University.

## 1.4. The UCR Library and Systemwide Planning

In July of 1977, *The University of California Libraries: A Plan for Development* (The *Plan*) was issued by the Office of the Executive Director of Universitywide Library Planning and subsequently adopted as policy for the University's libraries.

This *Plan* formalized the concept that the libraries of the University were in reality a single library, and that the entire University community should have access to all the library resources of the University.

The major objectives of the *Plan*, and the progress toward achieving these objectives may be summarized as follows:

1. To improve bibliographic access to the University's collections. In the spring of 1981, a prototype on-line union catalog will be tested on each campus providing UCR Library users access to a million items held in the University's collections. In the future, the union list of serials data may be merged into the union catalog data base providing access to both serials and monographs.

2. To install automated circulation systems on each campus. Since 1978 the UCR Library has been operating on an automated circulation system developed by C. L. Systems, Inc. (CLSI).

3. To improve interlibrary loan service. Since 1979, the UCR Library has been using an automated interlibrary loan subsystem developed by OCLC, a non-profit corporation in Columbus, Ohio. Intercampus loan has been expedited through increased cooperation among campuses.

4. To improve information and instructional services. The UCR Library has developed a formal course in library instruction and is providing course integrated instruction. In addition, several librarians are teaching bibliographic courses through academic departments. Information services have been enhanced by the introduction of computer literature searching.

5. To use technology in cataloging and processing. The UCR Library has been using OCLC as its cataloging system since 1977 and is currently planning the use of automation to expedite the acquisition and processing of materials.

6. To create regional compact storage facilities to house low-use materials. The Southern Regional Storage Facility should be completed by early 1984.

While the UCR Library has been and will continue to be supportive of the *Plan*, there have been many problems encountered in trying to fulfill its objectives. In October of 1978, the Library prepared a document entitled *The University of California Libraries: A Plan for Development, and Its Impact on the UCR Libraries*, which enumerated these problems. For purposes of the *Plan for the Eighties*, a few of the major problems should be emphasized.

1. The *Plan* proposed a Model for Current Acquisitions which was approved and subsequently funded by the State. On the basis of this model, the Riverside campus was budgeted for 52,000 volumes annually. However, the funding provided has enabled the Library to acquire fewer than 40,000 volumes/year. Inflation and devaluation of the dollar have seriously eroded the Library's ability to acquire the number of volumes established by the model. In addition, the Library is acquiring materials such as films, video tapes, and other media, which are not provided for in the model.

2. The *Plan* states that the productivity of cataloging would improve and lower operating costs would result from the use of an on-line technical processing system. The introduction of OCLC has not reduced the cataloging costs of this Library. The Library has managed to reduce the overall staffing in Technical Processing by centralizing technical processing functions in a single department and streamlining procedures. Given the rise in salaries and the on-going costs of utilizing OCLC, the cost of cataloging a title has not decreased. Furthermore, if the Library were to receive a book budget adequate to purchase 52,000 volumes/year, the Technical Processing staff would have to be augmented to handle the increased workload.

3. The *Plan* did not take into consideration the full impact of automation on the Library. The preparation and training necessary for automation have far exceeded expectations, and the anticipated savings from automation have not been realized. Service, on the other hand, has been improved and the demands for service have increased because of these improvements.

4. The *Plan* focuses on systemwide issues and does not

address the needs for local campus automation necessary to improve services and decrease the rise in cost of these services. Library processing continues to be highly labor-intensive and because of the rise in salaries, continues to be very expensive.

The demands to achieve local and systemwide objectives will continue to be a challenge and a strain for the UCR Library.

## 1.5. Library Cooperation Within the University

The UCR Library is dedicated to cooperation within the University. The Library 1) participates in the University's Shared Acquisition Program; 2) supports priority interlibrary loan service to UC Libraries; 3) maintains intercampus bus service to UCLA six days a week, which provides a link to the other Southern UC campuses through their bus services to UCLA; 4) contributes serial records to the California Academic Libraries List of Serials (to assist patrons in locating materials for interlibrary loan, and potentially, for cooperative collection development); 5) contributes records to the national OCLC database and, thereby, to the UC Union Catalog of University holdings; and 6) operates a project to convert existing records to machine-readable form for local and systemwide use. In summary, the Library actively participates in cooperative programs with Systemwide and other UC Libraries.

The UCR Library has cooperated most actively with the UC Irvine Library. There have been several meetings with UCI Library staff to explore the possibility of cooperative collection development, sharing media and low-use serial titles, providing a direct intercampus bus, and other ways in which programs and services can be cooperatively developed.

## 1.6. The UCR Library and the Region

Public service is one of the basic missions of the University, and while the basic mission of the UCR Library is to serve the needs of this campus, it also has an obligation to serve as a library resource for the region. Anyone may use the collection in-house and ask for reference assistance. A library card for circulation privileges may be purchased for $10.00 a year. The Library participates in two regional networks: IEALC (Inland Empire Academic Libraries Cooperative)

and SIRCULS (San Bernardino, Inyo, Riverside Counties United Library Services). The first allows for reciprocal borrowing privileges for faculty and students among its members; the second, funded by State Library money, is an interlibrary loan and reference service network. The Library is a member of the California Library Authority for Systems and Services (CLASS), an intersegmental organization dedicated to promoting library service within the State.

The Assistant Vice President for Library Plans and Policies for the University is coordinating a study of the extent of community use in order to support a possible budget augmentation from the State. UCR plans to supply data for this study and to support efforts for acquiring adequate funding to meet the increasing demands.

## 1.7. The UCR Library and the Nation

Libraries can no longer exist in isolation from one another. They are becoming increasingly interdependent for sharing resources and knowledge. The UCR Library must operate within the context of national and international trends and standards. The rapid advancements in computer technology have provided the mechanism for effective cooperation, and in the not-too-distant future we will have the capability to identify, locate, and borrow library material from most major libraries in the country, and perhaps the world.

The UCR Library is a member of the Association of Research Libraries, an association of over one hundred large research libraries dedicated to the enchancement of library services and the sharing of resources. The Library is also a member of the American Library Association. These memberships include numerous publications and conferences and provide a means of keeping abreast of national trends and directions. Librarians are encouraged to participate in national library organizations in order to assist this Library by being fully aware of issues, concerns, and new developments facing academic libraries today.

The Library also serves as a national resource in certain special subjects, such as citrus, avocados, dry land research, geothermal energy, and science fiction. These rich collections are widely used and call national attention to the Library. The Library will continue to support these special collecting areas and to publicize widely its unique and rare holdings.

## 2.2 Assumptions Regarding the Eighties

The Eighties are bound to be one of the most exciting decades in the history of libraries, primarily because the rapid advances in technology will offer libraries many new alternatives for improved services and programs. There are several basic assumptions which will underlie the plans and goals of the UCR Library in the Eighties.

1. The University Library through its collections, staff, and services will continue to support the research and instructional needs of UCR's faculty, students, staff, and administration, and will continue to serve as a major resource for the Inland Empire which includes Riverside, San Bernardino, and Inyo counties, as well as parts of eastern Los Angeles, Kern, Mono, and Imperial counties.

2. Technological developments will continue at a rapid pace during the 1980's and the Library supports the development and implementation of automation to provide more efficient processing, greater control over the collections, and more effective and comprehensive access to information.

3. Funding for libraries at the level necessary to maintain current programs and services and to accomplish the full use of automation will be the major challenge of the decade. It is anticipated that the rate of increase in operating costs will decrease

as major functions within the Library are automated.

4. It is unlikely in the foreseeable future that new library facilities will be constructed for the UCR campus. The Library will run out of space to house volumes by the end of the decade when the collection reaches 1.25 million volumes. At that time one volume will be sent to the Southern Regional Storage Facility for each new volume acquired.

5. The Library's collections will continue to be affected by deterioration, theft, and mutilation.

6. The student population will probably continue to change during the 1980's. The level of preparation of entering students may continue to decline; an increase in re-entry and part-time students is expected; and the average age of students may rise. These changes will make new demands on reference services and library instruction.

7. The publishing industry will also be affected by technological change during the 1980's. Computer data bases, videodiscs, broadcast video, cable television, videotext systems, and microfiche have joined books as vehicles for the dissemination of information. University libraries of the 1980's will be purchasing, cataloging, and providing computer access to a whole variety of new electronic media. These formats will also require special equipment in order for patrons to read them, and the acquisition of this equipment will be yet another fiscal problem for the Eighties.

8. The Library will continue to support in principle the *University of California Libraries: A Plan for Development* prepared by the Office of the Assistant Vice President for Library Plans and Policies.

9. The Library will continue to support the concept of active cooperation among UC Libraries, including cooperative and shared acquisitions, interlibrary loans, a union catalog of University holdings, and frequent communication among the staffs and systemwide administration.

10. The University Library will continue to participate

actively in the development and implementation of national library planning and standards through cooperation with the Library of Congress, membership in CLASS (California Library Authority for Systems and Services), the OCLC Network, the Association of Research Libraries, and the American Library Association.

## 2.3. Goals for the Eighties

1. The Library will continue to develop and to implement programs and services consonant with the basic mission of the University.

2. Within the constraints of the book budget, the Library will acquire and make available a very high percentage of the materials required for the support of approved programs of instruction and research and will of necessity have to rely on the combined resources of the UC system and national resource sharing networks to supply what cannot be acquired.

3. The Library will continue to study the use of its collections and services and to refine collection development services and management policies in light of these studies.

4. As information is made available in new formats, such as videodisc or computerized data bases, the Library will strive to acquire these and to provide the necessary equipment to utilize them.

5. The Library will explore ways to control the temperature, humidity, and quality of air in the Library in order to slow the rate of deterioration of its holdings. The Library supports efforts within the University, State, and nation to develop solutions to this perplexing problem.

6. The Library will actively pursue the purchase and installation of an electronic security system to protect the collection from theft.

7. The Library will make increasing use of automation throughout the 1980's in the following ways:

a) The card catalog will be replaced by an on-line catalog.
b) Computer assisted reference services will continue to be provided, and the Library will make every effort to keep abreast of and to make available new data bases and information services.
c) Interlibrary loan will be facilitated by bibliographic networks such as OCLC, by the UC On-Line Union Catalog, and by telefacsimile and other technological developments.
d) Acquisitions, book fund accounting, and serials processing will be automated during the 1980's.
e) Enhancements to the circulation system, such as adding the capability to handle Reserve Book Room transactions and providing more management information for collection development will be pursued.
f) A management information system will be developed to maintain a statistical data base on the activities of the Library and to produce accurate, timely reports for management purposes.

8. The Library will conform to national standards, such as those provided by the second edition of the *Anglo-American Cataloging Rules*, the Library of Congress, and the national bibliographic utilities, in the cataloging of library materials.

9. Reference and instructional programs will be given a high priority in order to assist students, faculty, researchers, and the community to make the most effective use of library resources.

10. The Library will strive to remain abreast of the most current developments and techniques in management and administration to enhance the effectiveness of operations, personnel development, and related programs.

11. The Library will actively seek additional funding from the University's campus and systemwide administrations, from state and federal agencies, and from private sources, in order to accomplish these goals.

## 5. CIRCULATION SERVICES

### 5.1. Description

The Circulation Services of the University Library performs several major functions: loans, stack maintenance, reserve book services, and security. Circulation Services are located at the General Library Circulation Department (including the Reserve Book Room), Government Publications, Serials Public Service, the Bio-Agricultural Library, the Physical Sciences Library, the Music Library, and the Media Study Center.

The Library circulates around 360,000 items a year, averaging 30,000 transactions per month. The majority of circulation transactions are performed by using the automated circulation system developed by C. L. Systems, Inc. (CLSI) of Newtonville, Massachusetts.

### 5.1.2. Circulation System

The CLSI automated circulation system performs basic circulation functions extremely well. It has saved the patron the laborious task of filling out charge cards and has provided such enhanced services as daily reports and statistics, first and second overdue notices and bills, and on-line access to the status of an item or a patron. The system has not, however, generated any appreciable staff savings.

Present and future technologies should facilitate expanded automated circulation services. If CLSI complies with its systemwide contract, new services will be forthcoming, including the automation of circulation functions for the Reserve Book Room and automatic bill cancellation. Contracted CLSI development also includes: 1) automatic generation of

management information statistics to be used for purposes of collection development and stack maintenance; 2) augmented monthly and yearly statistical reports; and 3) special reports and analyses as needed.

It should be possible to link the campuses in such a way that a borrower from one campus can find out the status of a book held by another campus and transact an interlibrary loan on-line. As called for in *The University of California Libraries: A Plan for Development* there will be a greater emphasis on resource sharing among the libraries. Accordingly, this Library should be able to make direct inquiries to other UC circulation data bases to facilitate resource sharing.

### 5.1.3. Electronic Security System

The proposed electronic security system is covered in section 9, but a few comments are given here concerning the impact on Circulation Services. Presently a manual security check is performed at exit points. If an electronic security system were to be installed, within two years it would no longer be necessary to deploy staff at the exit control point, thus freeing them to perform other duties.

Continuation of labor-intensive searching for missing items, followed by their replacement is a costly process. A security system should substantially reduce this workload by reducing the number of volumes stolen.

Unfortunately, it is not the "never or rarely used" library materials that are usually missing, but items which are in high demand and frequently requested by patrons. To replace these items involves the resources and efforts of many departments of the Library, and in some cases materials cannot readily be replaced. For these reasons the Library plans to install an electronic security system and protect those materials prone to theft and mutilation by housing them in the Art Cage or Special Collections.

### 5.1.4. Inventory of Selected Areas of the Collection

While the collections of the Sciences Libraries and the Music Library are regularly inventoried, the General Library has not had a complete inventory of its collection in over a

decade, although several small parts of the collection have been inventoried during this time.

Inventories are costly in three ways: 1) the labor involved in the actual inventory; 2) the correction of bibliographic records; and 3) the determination of which materials are to be replaced after the inventory. An inventory is necessary, however, to determine what is missing, what should be replaced, and to quantify the rate of loss.

Missing items are replaced routinely when a search resulting from a patron request reveals that the item is no longer in the Library, but it is only by regular inventory that methodical maintenance of the Library's collection is possible.

### 5.1.5. Major and Minor Stack Shifts and Regional Storage

An analysis is underway to project the growth of the General Library's collections by Library of Congress classification. This analysis is necessary to provide a rationale for future stack shifts and to achieve an optimal arrangement. Future stack shifts will have to anticipate high and low growth areas within the collections in order to minimize costly and repetitious incremental shifts.

Throughout the Library stack arrangements will continue to be made in such a way as to optimize patron convenience for locating materials by having, whenever possible, logically related areas of the collections located in close proximity. It will be necessary to make room for shelving deselected materials from the Sciences Libraries in the General Library until the Southern Regional Storage Facility is completed (see Section 10).

### 5.1.6. General Library Reserve Book Room Modification

In a recent library-wide survey comments were noted concerning noise within the General Library Reserve Book Room area. Noise within this area has two sources: 1) staff carrying out normal operations on the phone, service counter assistance, etc.; and 2) conversation among patrons within the room and from the foyer and entrance of the Reserve area. When funding becomes available, it has been proposed to enclose the area by the installation of permanent partitions with doors and windows to minimize noise.

### 5.1.7. Art Cage Policy and Scope

Massive theft and mutilation of art monographs and bound serials necessitated construction of the Art Cage next to the Reserve Book Room in order to house securely about 30,000 volumes.

A highly restrictive policy was created limiting access to the Cage and circulation of materials. This policy has recently been evaluated in light of patron comments and suggestions, and a revised policy has been issued which allows limited access and circulation of these materials to the campus community while protecting them for future use. If other parts of the Library's collections suffer theft and mutilation, it may be necessary to enlarge the cage and shelve additional material there for protection. Rare and valuable materials may also be placed in Special Collections for protection.

## 5.2. Assumptions

Future plans are contingent upon certain assumptions, such as the following.

1. An automated circulation system will continue to be used for Circulation Services.
2. As the circulation bibliographic data base expands, fewer staff will be needed to input new bibliographic records.
3. Reserve services, which presently use a manual circulation system, will become automated at some time within the next two to five years.
4. The volume of circulation transactions may continue to rise slowly.
5. Security of materials will continue to be a problem, because theft and mutilation appear to be increasing.

## 5.3. Goals for Circulation

1. Circulation Services in each of the libraries will continue to offer friendly and effective patron ser-

vices, and training programs will be continued to create positive public service attitudes.

2. The Circulation Task Force made up of members from each of the Circulation Units will continue to work together to review and recommend policies and procedures to optimize circulation services to patrons.

3. Every effort will be made to enhance the CLSI circulation system, as stipulated in the University's supply agreement.

4. The Library will develop and implement a logical stack plan for the General Library to maximize patron convenience in locating materials while minimizing future stack shifts. Space will be provided to store temporarily selected volumes from the Sciences Libraries until the Southern Regional Storage Facility is completed.

5. Inventories of the Library's collections will be carried out as necessary within budgetary constraints.

6. Methods for selecting and housing materials which require security protection will continue to be explored, so that an optimal balance may be achieved between providing free and convenient access to collections and protecting them from theft and mutilation.

7. The Library will vigorously pursue the possibility of installing an electronic security system in each of the libraries (see Section 9).

8. Ways of separating staff and patron noise from the reading area of the General Library Reserve Book Room will be explored and implemented as resources are made available.

## 6. REFERENCE SERVICES

### 6.1. The Role of Reference Services in the University and the Library

The role of reference services is to assist patrons in gaining access to information. Those library departments specifically offering reference services are charged with the task of aiding users in the utilization of the library and specifically with carrying out the functions of identifying resources, information retrieval, and teaching the skills of research strategy. Reference is a link between the university community and the wealth of information contained in libraries. Librarians working in reference services provide the connection between the user and resources, whether those resources are printed, personal, or computerized.

The advent of new technology will undoubtedly influence the role of the reference librarian in the future, since it will become increasingly feasible for patrons to gain access to the machine-readable files of the library by remote computer terminal. Computerized literature searching has already enabled reference librarians to provide information on specific topics quickly and at the same time to become more involved in the research of individuals. The University of California's On-Line Catalog will allow access to the records of all libraries in the System. Eventually, users will be able to query the catalog through a terminal without the assistance of a librarian and will do so through multiple access points without worrying about word order, filing rules, or subject headings. This capability will release the librarian to spend more time to deal with complex questions which cannot be met by existing technology.

As information resources become more complex, diversified, and numerous, and the increasingly inter-disciplinary nature of research requires more sophisticated access to these

resources, an increase in demand for reference services may be anticipated. These challenges must be taken into careful account when planning the selection, assignment, and continued training of reference staff. Reference librarians must become knowledgeable about the applications of modern technology to reference services while at the same time keeping abreast of the variety and growth of available reference sources. Diminishing funds for comprehensive collections also requires that reference librarians become more familiar with the availability of information from outside sources.

## 6.2. Description of Reference Services

Reference services in an academic library contribute to the learning process and as such, serve a teaching function. Reference services refer to the handling of specific inquiries, be they received from individuals or from a faculty member on behalf of a class. Whether in groups or individually, students at all levels are taught to become self-sufficient in their utilization of resources and in the development of research strategies. Reference activities can generally be delineated in the following manner.

1. Directional transactions: directing users to facilities or to sources of information for which the user already knows the specific identity.

2. Reference transactions: information contacts which involve the use, recommendation, interpretation, or instruction in the use of one or more information sources or knowledge of such sources.

3. Group transactions: known as library or bibliographic instruction, these constitute a contact in which a librarian provides instruction in the use of the library research strategy and resources to a group of individuals.

Reference services in the UCR Libraries are comprised of a variety of programs and activities designed to support campus curriculum and research needs. Reference services are provided in the following locations: in the General Library by the Reference Services Department, Government Publications Department, and Special Collections Department; in the Bio-Agricultural Library; the Physical Sciences Library; and the Music Library. Information assistance is also offered in the

Serials Unit and the Educational Services Unit in the General Library. In addition to these readily identified stations, specialized reference assistance is offered by the Chief Bibliographers and Collection Consultants who possess knowledge of one or more subject areas.

Reference assistance includes locating specific information using both printed and automated resources, referring patrons to sources of information, assisting users in the utilization of library tools, and providing general information and directional assistance. The reference staffs work cooperatively within their departments to provide effective and high quality service, and they are also part of the larger information network encompassing the Library staff as a whole, local community resources, and, through interlibrary loan and telecommunication, resources of the State, the nation, and the world.

Formal instruction in the use of the Library's various collections and services is provided for groups of students through a carefully coordinated and articulated program. Each quarter a member of the General Library Reference Service Department teaches Humanities and Social Sciences 5: Library Research Strategies. Students enrolled in Biology 5 and English 1A are required to complete self-paced library instruction workbooks. The workbook for biology draws upon the sciences for examples of research strategy, while that for English focuses upon sources in the humanities and social sciences. Librarians in other departments of the Library also offer bibliographic instruction in areas such as music and area studies. Further instruction is provided for individual classes at the request of the instructor. During the academic year, term paper workshops and sessions on advanced research materials in individual disciplines are presented for interested students on a voluntary basis. Orientation to the physical layout of the General Library is provided through a cassette tape tour and group tours are offered by the other libraries except for the Music Library. In the General Library, slide-tape presentations introduce users to several important reference tools. The Science Libraries regularly conduct special orientation sessions for support staff in the College of Natural and Agricultural Sciences.

Interactive computerized searching is available on a wide variety of data bases, both bibliographic and textual (or numerical). The number of data bases available is increasing rapidly. Many of the data bases have printed counterparts

although the number of sources available solely through the computer is growing. The advent of on-line data bases has altered the nature of information services by enabling greater flexibility in the structuring of searches and by involving the librarian more directly in the entire search process, from search formulation to final output.

## 6.3. Guiding Principles

1. Reference services are based upon the needs of the research and instructional programs of the University and are responsive to changes in these programs.

2. Reference services perform a teaching function by providing students with the skills of inquiry and research, thereby performing an important role in the learning process. Through active contact with librarians in both formal and informal settings, library users are provided with the research skills and methodology needed to become effective in locating information. In accordance with the objectives of the *University of California Libraries: A Plan for Development,* the first significant task of information services is to help the user identify needed materials.

3. Reference work is not carried out in a vacuum, rather it relies on active team work. Librarians involved in reference services attempt as far as possible to satisfy the needs of the user whether information is provided on the spot or referral to outside sources is offered.

4. Carefully selected and maintained reference collections, regardless of physical format, are necessary for the provision of quality reference service. The reference collections serve as an index to the world of knowledge.

5. Reference services are provided primarily by individuals who have attained the master's degree in librarianship. Services are offered at designated reference locations, in the formal classroom settings, and by other librarians possessing subject and specialized expertise.

6. User comments play an important role in the development and evaluation of reference services.

7. Faculty researchers and University administrators are kept informed of new information sources and advanced information retrieval and are assisted as much as possible in retrieving needed information. These activities involve assistance in identifying resources and searching obscure citations, recommending sources likely to provide various types of information, and providing computer assisted reference service. Reference service staffs do not provide paging for books or journals or photcopying, nor do they compile bibliographies tailored to the needs of individual researchers except as the result of a computerized literature search.

8. UCR is both a public institution of higher learning and a regional resource, and the Library's reference departments recognize the need to extend reference services to the community within the constraints of present staffing levels. First consideration, however, is always given to the UCR community: students, faculty, researchers, and staff.

## 6.4. Goals for Reference Services

1. Reference services will strive to provide effective and knowledgeable reference assistance to users by hiring and training well-qualified librarians with appropriate subject backgrounds and by encouraging continued education and growth for reference staff members.

2. Reference services acknowledge the role of computerization in improving the ability to provide quality reference services expeditiously. All reference staff members are striving to attain the necessary knowledge to be able to utilize the computer in the normal reference functions.

3. Reference staff members in each library work to improve contacts with other Library departments in order to provide the most effective reference assis-

tance possible. Specific emphasis is placed on working with other public service points to understand better the needs of patrons, to determine the best methods for meeting their needs, and to make effective referrals.

4. Reference staff members become knowledgeable about local, state, and national resources in order to provide improved reference and referral services. As cooperative collection development programs increase, so will the need for librarians to become aware of additional resources beyond the UCR Library.

5. In the General Library the need to establish a separate Information Desk to provide directional and general information will be investigated.

6. Reference staff members will work with faculty members and the Chief Bibliographers to expand the instruction programs in order to offer more course-related or course-integrated instruction.

7. Reference staffs will provide additional assistance in the form of group instruction for non-traditional students.

8. Reference staffs will establish policies and procedures to provide for consistent quality reference services and reference collection development.

9. Reference staffs and Chief Bibliographers will cooperate to offer faculty seminars throughout the academic year to introduce bibliographic innovations and new sources to faculty members, researchers, and graduate students.

10. Reference staffs will develop displays during the year to acquaint users with specific areas of the reference and general collections in each of the libraries.

11. Reference statistics will be analyzed continually to ensure adequate reference desk coverage.

12. In line with the *University of California Libraries: A Plan for Development*, reference staffs will explore

innovative ways to maintain and expand service to the community.

13. Reference staffs will monitor and analyze use of Library services and collections as well as user satisfaction with services and collections in order to identify where changes might lead to greater user satisfaction.

## 7. INTERLIBRARY LOAN

### 7.1. Description

The universe of information is so large and diverse that no library can afford to build a collection comprehensive enough to meet all the needs of its patrons. The recognition of this fact has engendered a tradition of cooperation in the form of interlibrary loan services which continues to the present day. Interlibrary loan is the established mechanism for providing access to materials held in libraries all over the world. Simply put, the functions of interlibrary loan are: 1) to find a library which has an item requested by a UCR patron and attempt to borrow it; and 2) to loan an item in the UCR Library to another library when requested.

#### 7.1.1. Interlibrary Loan at UCR

There are two interlibrary loan units in the Library system. The General Library Interlibrary Loan Unit reports administratively to the References Services Department. It primarily serves the need of patrons for materials in the fine arts, humanities, and social sciences. The Sciences Interlibrary Loan Unit is located in the Bio-Agricultural Library and reports administratively to the Head of Circulation in that Library. This unit provides services for the Physical Sciences Library as well and serves the needs of patrons for most science materials. The workloads of the two units are different in that the Sciences Unit deals primarily in photocopies of journal articles (80%) whereas the General Library Unit deals primarily in books (60%).

#### 7.1.2. Growth of Interlibrary Loan

Over the past few years, the workload of the interlibrary

loan units has increased significantly. There are several reasons why this is so. Interlibrary loan used to be restricted to graduate students and faculty, whereas today the service is offered to all currently enrolled students, faculty, researchers, and staff. Despite the fact that the book budget is larger than it has ever been, inflation has reduced its purchasing power and the Library's acquisition rate has been declining steadily over the past few years. Other libraries have experienced a similar reduction in acquisitions, and this has had a direct impact on the number of interlibrary loan requests. Computer literature searching has increased the universe of materials to which one can gain citations and, hence, has increased the number of requests for materials the Library does not own. The increased demand is probably attributable, partially, to an increased awareness of this service due to some publicity efforts on the part of the Library. Finally, the utilization of OCLC's Interlibrary Loan Subsystem has generally resulted in faster and more efficient service for UCR patrons and, at the same time, has substantially increased the number of loan requests received from other libraries using OCLC.

### 7.1.3. The OCLC Interlibrary Loan Subsystem

The Library began using the OCLC Interlibrary Loan Subsystem during June of 1979. The ILL Subsystem enables a library to request on-line any item in OCLC's data base or assumed to be in a given library from any other participating library. The system will automatically refer the ILL request to a maximum of five different libraries in turn, until one library indicates that it can fill the request. The system has increased the percentage of ILL requests which are actually filled, and it has decreased the average time it takes to get an item. This is yet another example where automation is enhancing library services for its patrons.

### 7.1.4. Interlibrary Loan and the *Plan for Development*

The *Plan for Development* suggests a 48 hour turnaround time for ILL requests among UC Libraries, a goal desired by patrons, but achieved by libraries only in unusual circumstances. The problem has several parts: 1) a book can be loaned by a library only if it is on the shelf. If it is not on the shelf,

another library must be tried; 2) some in-house processing of patron requests is necessary before transmittal to another library; 3) in some UC Libraries the volume of ILL activity exceeds their capabilities, and priority cannot always be given to all other UC requests; 4) on a multi-branch campus it may take more than 48 hours to retrieve a book from a branch library; 5) it is sometimes difficult, even with OCLC, to determine whether a book is owned by the library to which the request is sent; 6) not all materials are needed with the same urgency by patrons and there is no easy way to establish priorities; 7) even in the case where UCR owns a book and a patron has it charged out, it takes longer than 48 hours to recall the book for the use of another patron.

For all of these reasons the goal of 48 hour turnaround is unrealistic, except in those cases where all factors affecting the transaction are ideal, e.g., when the request is processed the day it is received, it is immediately transmitted electronically to a Southern UC library which has the item, and that library can process the request and send the book or the intercampus bus the next day. On the average, a five working-day turnaround might be considered a realistic goal for interlibrary loans. Libraries across the nation are aware of the information needs of scholars and are constantly striving to improve interlibrary loan services.

## 7.2. Future Trends in Interlibrary Loan

While the basic purpose of ILL will remain the same in the Eighties, the way in which ILL is viewed and the methodologies for fulfilling its purpose will continue to change. ILL is an extension of collection development. It is a service which compensates for the obvious fact that no library can supply everything. As mentioned in Section 3.3.4., a portion of the book budget is used to subsidize interlibrary loan borrowing, and the Collection Development Department reviews materials requested on ILL for possible purchase (3.2.2.). At times it is necessary to weigh the feasibility of purchase against the availability of an item.

In the Eighties, ILL will be facilitated by greater reliance on library computer networks, telefacsimile transmission, the use of microform copying, and other technological developments which will enhance the speed and delivery of ILL service.

## 7.3. Goals for Interlibrary Loan

The primary goal of interlibrary loan is to provide accurate, efficient, and courteous service to UCR students, faculty, researchers, and staff in locating and borrowing library materials not owned by the UCR Libraries. The most efficient and effective methods available will be used in obtaining materials as fast as possible. In some cases special measures such as direct telephone inquiry and airmail delivery will be taken to procure urgently needed materials. The following objectives have been established for interlibrary loan services.

1. In accordance with the systemwide *Plan for Development*, the UCR Library will make every effort to increase the efficiency and decrease the turnaround time for ILL. However, expectations for delivery time must be brought into conformance with reality.

2. Future technologies will be explored to improve transmission of information from one library to another.

3. The Library will attempt to maintain flexibility of ILL staffing so that even at times of peak demand, effective service may be maintained.

4. Because the successful cooperation among libraries depends upon reciprocal service, the UCR Library will endeavor to aid other libraries in meeting the needs of their patrons by loaning requested materials to them expeditiously.

5. As regional, national, and international cooperative research collections, such as the Center for Research Libraries in Chicago (see page 22), continue to develop, the Library will utilize them as additional resources from which rare and unusual items may be borrowed.

UNIVERSITY OF CALIFORNIA LIBRARY
Riverside, California 81/82 FY

STATEMENT OF OBJECTIVES FORM

Department Name: REFERENCE SERVICES Date: March 6, 1981

Function or Unit Within Department: Same Page 1 of 7

I. Permanent Functional Allocation of Staff

Academic: 2.00 FTE

Staff: .60 FTE

G.A.: 0 Hours

II. Objectives/Comments

Provides in-person and telephone information and reference services at a readily-identifiec station.

A. Short-term objectives.

1. Offer reference desk service 60-65 hours per week, with 80 hours of staff time.

2. Utilize developments in technology and automated systems to aid in reference and information work, including use of OCLC, examining feasibility of RLIN for reference services, maintenance of a ready-reference terminal, and use of the UC online catalog.

3. Work as team to provide increasingly sophisticated and knowledgeable reference services.

4. Establish a separate Information Desk to provide more effective service.

B. Long-term objectives.

1. Working with other reference stations, produce a written reference services policy statement providing general guidelines for desk services.

2. Offer comprehensive reference services to the top University Administration.

UNIVERSITY OF CALIFORNIA LIBRARY
Riverside, California

81/82 FY

STATEMENT OF OBJECTIVES FORM

Department Name: REFERENCE SERVICES

Date: March 6, 1981

Function or Unit Within Department: Computerized Literature Search Services



I. Permanent Functional Allocation of Staff

Academic: .95 FTE

Staff: .10 FTE

G.A.: None Hours

II. Objectives/Comments

Provides full range of computer search services for the campus community and for off-campus requestors, as well as permitting utilization of online searching for ready-reference purposes. Service maintenance activities include continuing education for searchers and dissemination of information about the computer search service to the campus.

A. Short term objectives.

1. Examine fee structure of searching services with an eye toward change.
2. Maintain the database training of 3-4 reference librarians to ensure adequate coverage of services at all times.
3. Revise the ready-reference database notebook and provide ready-reference training for all reference librarians.
4. Continue incorporation of computerized literature searching demonstration into library instruction activities.
5. In cooperation with the Science Libraries Coordinator, develop procedure and policy manuals with documents and forms appended.

B. Long-term objectives.

1. Experiment with document delivery services.

UNIVERSITY OF CALIFORNIA LIBRARY
Riverside, California 81/82 FY

STATEMENT OF OBJECTIVES FORM

Department Name: REFERENCE SERVICES Date: March 6, 1981

Function or Unit Within Department: Library Instruction Services Page 3 of 7

I. Permanent Functional Allocation of Staff

Academic: .63 FTE

Staff: .25 FTE

G.A.: None Hours

II. Objectives/Comments

Provides a wide variety of group presentations on the library, its materials and services, and library research methodology. Established facets of the program include course-integrated instruction, a credit-course in library research strategies, term paper workshops, seminars, an advanced research in subject areas (designed for graduate students), orientation tours, working with other campus groups requiring library instruction, and production and updating of AV programs.

A. Short-term objectives.

1. Continue use of Self-Paced Workbook for the Social Sciences and Humanities, working to establish a close working relationship with English 1A instructors.

2. Offer Library Research Strategies twice per academic year with increased involvement of other librarians at UCR.

B. Long-term objectives.

1. Develop bibliographic guides to key sections of the reference collection in cooperation with Collection Development.

2. Develop an active program of course-integrated instruction.

3. In cooperation with other campus libraries, institute faculty seminars to keep faculty current on library sources and new developments.

4. Develop information workshops for library staff to increase awareness of the role of reference services in the library.

5. Create browsable displays on topics of current or on-going interest.

6. Ensure availability of programs for campus patrons with special needs.

7. Offer more Advanced Research Seminars for graduate students, including information on ILL, literature searching, and applicable resources.

Riverside, California 81/82 FY

STATEMENT OF OBJECTIVES FORM

Department Name: REFERENCE SERVICES Date: March 6, 1981

Function or Unit Within Department: Collection Development and Maintenance Page 4 of 7

I. Permanent Functional Allocation of Staff

Academic: .50 FTE

Staff: .05 FTE

G.A.: 920 Hours Hours

II. Objectives/Comments

Maintains the reference collection, including monitoring all orders, deselection programs, selection of materials, consultation with other library staff, and maintaining a balanced and workable collection. Requires continual awareness of the curriculum.

A. Short-term objectives

1. Produce a two-pronged collection development policy statement outlining philosophy of reference collection development, selection methods, and types of materials included in the collection.

B. Long-term objectives.

1. Begin an active deselection program with the cooperation of Technical Processing.

2. Involve all reference librarians in selection/deselection process.

UNIVERSITY OF CALIFORNIA LIBRARY
Riverside, California 81/82 FY

STATEMENT OF OBJECTIVES FORM

Department Name: REFERENCE SERVICES Date: March 6, 1981

Function or Unit Within Department: Education Services Page 5 of 7

I. Permanent Functional Allocation of Staff

| | | | |
|---|---|---|---|
| Academic: | .20 | FTE | |
| Staff: | 1.00 | FTE | |
| G.A.: | 720 Hours | Hours | |

II. Objectives/Comments

The Education Services unit purchases, catalogs and maintains collections which support the teacher education program of the School of Education. These collections include elementary and secondary textbooks, curriculum guides, nonbook teaching aids, educational tests, and juvenile literature. Assistance in locating material in the collections is provided on weekdays, evenings and on Saturdays. In addition to the reference function of helping patrons locate materials, an active library instruction program is operated.

Objectives:

1. Continue to strengthen and to update the collections.
2. Evaluate the collections -- in accomplishing this continual weeding is essential.
3. Achieve greater rapport with the teaching faculty of the School of Education.
4. Develop an Advanced Seminar in Education for graduate students in education.
5. Produce a new brochure describing Educational Services.
6. Produce a printed bibliographic guide for education, explaining research strategy and listing key sources.

UNIVERSITY OF CALIFORNIA LIBRARY
Riverside, California

81/82 FY

STATEMENT OF OBJECTIVES FORM

Department Name: REFERENCE SERVICES Date: March 6, 1981

Function or Unit Within Department: Interlibrary Loan Services Page 6 of 7

I. Permanent Functional Allocation of Staff

Academic: 50 FTE

Staff: 2.10 FTE

G.A.: 648 Hours Hours

II. Objectives/Comments

Interlibrary Loan serves to make available materials not held by the UCR Libraries and supplies loans of monographic materials and copies of periodical articles to other institutions submitting requests.

A. Short-term objectives.

1. Maintain fast turnaround times for borrowing and lending divisions.
2. Improve knowledge of systems and sources, working closely with other library staff to provide improved identification of information sources.
3. Explore ways of improving services within UC.
4. Establish frequent information and idea exchange meetings with Sciences Interlibrary Loan unit to improve overall services and general knowledge.
5. Continually examine current ILL practices and procedures, including forms used, with an eye toward improvement.
6. Maintain active awareness of developments in interlibrary loan within the state and nationwide.
7. Include ILL Module in Advanced Research Seminars for graduate students.

B. Long-term objectives.

1. Construct library survey for user evaluation of ILL services.
2. Explore application of microprocessor for ILL record-keeping.
3. Explore use of telefacsimile for ILL.

UNIVERSITY OF CALIFORNIA LIBRARY
Riverside, California 81/82 FY

STATEMENT OF OBJECTIVES FORM

Department Name: REFERENCE SERVICES Date: March 6, 1981

Function or Unit Within Department: Same Page 7 of 7

I. Permanent Functional Allocation of Staff

Academic: _____ FTE _____

Staff: _____ FTE _____

G.A.: _____ Hours _____

II. Objectives/Comments

STAFF DEVELOPMENT

Although cross-training is viewed as a program with distinct advantages for both library services and professional development, present staffing constraints do not allow implementation of the program. As alternatives, reference should:

1. Devote some time to browsing in other departments and campus libraries.
2. Meet regularly with other units such as the Sciences and Collection Development.
3. Develop brief in-house seminars to keep one another informed of new sources.
4. Continue to attend seminars applicable to reference work.
5. Visit other units on campus, such as Career Plans, Womens Resource Center, Research Office.
6. Visit other UC campuses to observe reference and library practices and meet counterparts.

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OBJECTIVES OF THE UNIVERSITY OF BRITISH COLUMBIA LIBRARY

April, 1978

The primary objective of the University Library system is to meet the library needs of the UBC faculty and students. To this end the Library aims:

- to select and acquire, within the limits of the financial resources available, the books, journals, and other library materials needed by the University;
- to catalogue and classify those materials and to prepare them for use;
- to make the collections available to the UBC community and, insofar as it can be done without detriment to the interests of UBC, to make them available to other institutions and individuals;
- to interpret the collections to users, assisting them in making effective use of the Library's resources and in gaining access to materials elsewhere;
- to preserve the collections for the future;
- to offer facilities for use of the various forms of library materials on library premises;
- to cooperate with other bodies in sharing resources and in furthering the goals of the Library;
- to manage the operation of the Library system in an efficient and economical manner.

In pursuit of its objectives the Library endeavors to follow guidelines which are fuller elaborations of the goals outlined above.

Making the Collections Available

The main function of the Library is to meet needs for information, ideas, culture, arts on the part of UBC students and faculty. It is expected to be open for use on all but a few days of the year and for most evenings. During all this time the Library attempts to make its principal collections available for use so that a person who understands how to use the catalogues and other access tools can find the material on his own. All material can be consulted on the premises and most of it is available for loan to members of the University.

The intention of the loan policies and regulations is to permit the widest use of materials that is consistent with fairness and equity among people whose needs compete. Some materials may be used only in the Library. Others may circulate for two hours only. Other circulation periods are for one, two or three weeks, or on specific items for extended periods. Fines are charged for overdue materials that have been requested by another borrower. All of the regulations are designed to allow each UBC member to make the fullest use of the collections, but at the same time to enable other persons to gain reasonable access to materials wanted by more than one.

The UBC Library collection is the second largest in Canada. It is natural that local individuals and western libraries should turn to UBC for material not in their own collections. The Library continues to allow off-campus users access to its collections, but it has had to institute some cost recovery charges for certain services. Such measures are aimed at maintaining the best level of service for its primary constituency, the members of UBC.

Providing Reference and Information Services

A trained reference librarian is capable of leading any individual, no matter the level of expertise, deeper into a university library's collections. The Library system maintains reference desks at all of the branches and at the public service divisions of the Main Library. The function of the reference librarian is to determine what the user needs and then to direct him to the most appropriate place or places where the needs can be met.

In a university library, there must be an appropriate mix of "full service" and "instructional" policy if the needs of all library users are to be satisfied. Full service may entail the provision of immediate, factual information from reference sources, or it may require a lengthy search of the literature culminating in the provision of a bibliography. In addition, faculty members are encouraged to request assistance from the Library in remaining current with the literature of their areas of specialization. Full service usually entails the use of printed resources, but may also require the use of computer-assisted searching techniques. Insofar as the Library's resources permit, full reference service should be available to those who require assistance at that level.

The reference librarian also seeks to teach a technique for finding information and for conducting research. Traditionally, such instruction has two forms. One involves on-the-spot teaching in the use of library materials so that the user can independently continue his search. The second consists of formal group instruction in searching techniques and in the effective use of specific research resources available to users. It is the Library's aim actively to pursue ~~to~~ two teaching functions, not only to facilitate the student's immediate project, but also to contribute to the learning process itself. The student who has profited from this experience has learned how to find information and how to use it.

The Library's objective is to provide reference and information services able to meet the needs of all kinds of library users throughout

the day and evening. In reference service, as in other areas, the needs of UBC users must be met as first priority, though service is extended to non-UBC users insofar as resources permit.

Cooperation with Other Bodies

No library, however great, can hope to supply from its own collections all requests from all users. Even Harvard and Yale are in a consortium for cooperative acquisitions. Since UBC maintains the largest research library west of Toronto, its scholars expect to be able to use most of their material on campus without expensive travel. To that end the UBC Library participates in several collections-sharing activities.

With Simon Fraser University and the University of Victoria, UBC is a member of TRIUL, the Tri-University Libraries. Among its cooperative ventures is that of collections rationalization. The three collections have been surveyed, strengths and weaknesses have been pinpointed, and a routine has been developed to prevent unnecessary duplication of research materials.

The Library is a member of the Center for Research Libraries in Chicago. This cooperative storehouse provides speedy access to research materials from around the world: expensive sets, periodical and newspaper files and archival materials in microform.

UBC continues to borrow from and lend to other Canadian and United States libraries via interlibrary loans. This system makes it possible for libraries to share in the richest library resources of the world. It is, however, not free. Each transaction calls for a great deal of staff attention. Many libraries, including UBC's, assess fees for loans.

In addition to these collections-sharing arrangements, the UBC Library participates in numerous other cooperative endeavors towards furthering Library goals. These include activities in connection with regional, national and international library associations, projects such as the Canadian shared cataloguing group, and work with the Provincial and Canadian governments.

# PUBLIC SERVICES GOALS AND OBJECTIVES STATEMENTS

2. Mission and Goals of the Public Services Division

The mission of the Public Services Division is to provide and seek ways to improve access to and use of information resources and to establish and maintain quality collections relevant to the instructional and research needs of the UMCP user community.*

The goals of the Division are:

-- to design and implement a collection development policy which defines collecting responsibilities and user communities for each library system department and delineates undergraduate, graduate and research emphases

-- to ensure a functional collection by replacing lost or missing items and weeding unneeded or outdated material

-- to provide security for the collection and its users

-- to facilitate location of materials through logical, orderly arrangement of the collection and appropriate signage and other finding aids

-- to provide circulation and reserve services which maximize both user convenience and availability of materials

-- to provide suitable group study rooms, library instruction areas and research and study space

-- to assist users in defining and satisfying their information needs through such means as orientation and instructional programs, publications, computerized information searching, individual assistance, effective use of technology, referral to other resources and interlibrary loan

-- to maintain communication with the faculty on development of the collections and on library services.

*The mission of the division is carried out through its components: Architecture Library, Art Library, East Asia Collection, Engineering and Physical Sciences Library, McKeldin Circulation Services, McKeldin Reference Services, Music Library, Nonprint Media Services, Space Science Library (in 1983), Hornbake Library and White Memorial (Chemistry) Library.

# PUBLIC SERVICE POLICY STATEMENT

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PUBLIC SERVICE POLICY STATEMENT

## I. Introduction

This policy statement was developed in response to the Report of the Ad Hoc Committee on Reference and Information Services in the General Library August 31, 1978, which recommended "that the Reference Services Committee be charged with the preparation of a General Library Public Services Policy Statement."

The Reference Services Committee intends that this statement be applicable to all the units of the General Library and that additionally it serve as a foundation for the formulation of more specific public service guidelines by the units. It is also expected that this policy statement serve as a model, making possible the formal evaluation of the General Library's reference and information services.

Although this policy statement is designed primarily for use by library personnel, it should be available at each reference and public service point in the library and accessible to anyone. Library personnel are encouraged to use this statement when explaining public services to a patron.

This statement should also provide a much needed basic and common training manual in the area of public services for new library personnel. Library personnel are encouraged to use this statement in any basic training program.

Both new and experienced library personnel should use this statement to ascertain and keep current with the General Library's public service policies.

The Reference Services Committee is responsible for reviewing this statement on an annual basis. Recommendations for change are to be submitted to the Associate University Librarian for Public Service, the Advisory Committee to the University Librarian (ACUL) and to any other appropriate committee(s). Major changes in policy should be incorporated as soon as possible.

## II. Goals in Public Service

Any personal assistance provided to users in pursuit of information can be considered a public service. The main goals for public service personnel are to facilitate access to information contained in the Library's collections and in other collections potentially accessible to users, and to provide--to the extent that limited resources and other constraints make possible--service to all users on the basis of need. Elements of library service which are of critical importance in achieving these goals are:

1. staffing of public service points with personnel committed to excellence in quality of service and who are qualified to provide guidance to library users;
2. promotion of facilities and services available to library users;
3. provision of formal and informal library instruction and wide distribution of library orientation materials to aid users in fully utilizing library resources;
4. consistent application of circulation policies designed to optimize access to the collections while insuring their security;
5. staff awareness of resources beyond those at UCB which can be made available to users through resource-sharing programs.

## III. Ethical Considerations in Public Service

A. Information and reference contacts are to be treated so as to preserve the confidences and protect the privacy of users.

B. Library circulation systems should be designed and administered to protect the privacy of users. (See the Guidelines on Confidentiality of Library Circulation Files, Office of the Assistant Vice President, Library Planning and Policies, Systemwide Administration, March 1979.)

C. Rules and practices regarding availability and use of information or resources must be administered impartially.

D. Personal bias should not be reflected in the execution of service or in the adequacy and accuracy of information provided.

E. Generally speaking, information should not be interpreted for a user, and personal opinions should not be offered. If a personal opinion is offered, it should clearly be labeled as such. The source of information given should be specified. Public service staff must be especially careful not to give medical or legal advice.

F. No personal financial gain, beyond one's ordinary remuneration as a Library staff member, should result because of a staff member's role as a representative of the Library in dealing with the user.

## IV. Library Users

The Library is a publicly supported institution, and its resources are available to everyone. All persons are elegible to use the collections of the Library, subject to specific circulation and stack access restrictions. Reference service should be given to each user as requested or as appropriate; the need of the user is the primary criterion for the type and extent of reference assistance to users.

## V. General Service Guidelines

### A. Behavior and Attitude

The approachability of public service personnel is one of the most important aspects of a satisfactory public service encounter. Staff should take notice of and acknowledge users waiting for assistance. Some users may need encouragement to request help. Library personnel should not be oversolicitous or condescending, and should take care to give enough time to each inquiry to understand what is meant by it.

B. Staffing

Each public service point should be adequately staffed during all the hours the unit is open. A continuing evaluation of user need should be made by the library administration to insure an optimum pattern of staffing with available resources.

C. Amount of Service

The amount of service that can reasonably be given at any particular time will vary, depending on such factors as the number of users seeking help and the number of library personnel available to give public service. Staff are to use judgment in deciding which questions they should handle to completion (e.g., directional questions, inquiries on library holdings, questions involving a specific fact which can be answered by reference to a single obvious source) and those which require that the user pursue a more extensive search of sources of information. In the latter case, the user should receive appropriate instruction and guidance in the use of library tools, and the user should be encouraged to return to the desk should the initial search strategy prove unrewarding.

Reference personnel should record questions they were for any reason unable to answer while on desk duty so that they may be worked on later, when there is more time to search and/or ask for assistance from others, and the answer reported to the inquirer.

D. Use of Public Service Telephones

While on duty at a public service desk, staff should not place personal calls, and should try to keep incoming personal calls to the minimum as to number and length.

Users should normally be directed to pay telephones and/or those campus telephones available for public use. A patron may be permitted to use a public service telephone for calls which may help to answer an inquiry.

E. User Complaints

Public service staff should try to deal with complaints by presenting and explaining official library policies and procedures governing the matter at issue. If this does not dispel the discontent, the user should be referred to the supervisor of the unit. If the supervisor is not available, staff may suggest that the user submit a written complaint. Any disagreement with a user should be reported as soon as possible to the appropriate supervisor who may be called upon to deal with the matter later. Disagreements which might result in complaint to the library administration should be reported to the administration.

F. Reporting Emergencies

Every library employee should be thoroughly familiar with the emergency procedures.

## H. Service to the Disabled

The Library is committed to serving the disabled with the goal of providing them the equivalent level of access available to others. Staff members should be aware of the problems disabled individuals may experience in order to provide any special assistance possible to give them the information or service needed.

Office of the Director
University of Georgia Libraries
Athens, Georgia 30602

# Objectives and Goals for the Office of the Assistant Director for Interpretive Services

(The order of listing does not assume priority)

## Objectives

Assure a high level of service to library users through the departments in Interpretive Services and the general coordination of public services in all divisions.

Adapt new services and review present services in relation to the Libraries' organizational structure, budget, and personnel requirements.

Provide administrative support for departmental goals and objectives.

Participate as a member of the administrative team in support of the goals and objectives of the University of Georgia Libraries.

Participate in local, state, regional, and national professional groups.

## Goals

With the approval of the Director, establish a Services Coordination Committee to meet quarterly for the purpose of reviewing service enhancements, recommending improved methods of service delivery, gathering statistical data, and general problem-solving. Participation would include all divisions in the Libraries.

Provide back-up in the reference areas (Government Reference, Reference), assuring professional coverage of those service points, and maintaining direct feedback information about library user needs.

Continue on-going evaluation of bibliographic instruction program, online services, and interlibrary loan OCLC subsystem in order to assure appropriate staff and budget support in conjunction with the specific goals expressed by the responsible librarian.

Complete organizational details in the forming of a Georgia Chapter of ACRL, and in establishing a "Speakers Bureau" for the Georgia Library Association. Further the project interests of the University Center Library Advisory Council Bibliographic Access Task Force.

Continue evaluation of borrowing privileges with special attention to fines, lost book charges, reserve material fines, and length of loan periods to students and faculty. Committee report submitted previously should be reviewed by group of circulation staff members, by the Administrative Council, by the Instructional Aids Committee (or other appropriate faculty advisory group). Recommendations for changes, action, and timing for implementation will be based on review decisions.

Initiate evaluation of statistical gathering standards through the forming of a committee recommended by the Director, representing all divisions and using, as a basis of discussion, the ANS Z39.7 draft. This will result in standardized data collection within a year of the forming of the committee.

Analyze files and review cataloging needs involving government documents after the AACR II Committee reviews the ALA GODORT manual, and after OCLC implements SUDOC search key and extended search capability for corporate authors. Any approved changes would result in efficient local access to the document literature, while continuing to assure speedy processing and in-depth research retrieval.

Implement the automated circulation system, with evaluation of first major test at Science Library determining timing for bringing up the system at Main.

Review services in terms of work units performing the responsibilities. This can be carried out during the next year by the committee working on statistical gathering, or in the Interpretive Services Division if the library-wide statistical review committee is not approved.

Adapt division level goals to changing time frames and to other necessary adjustments in coordination with departmental goals and library goals.

56 June 30, 1980

LIBRARY
THE UNIVERSITY OF TENNESSEE
KNOXVILLE 37916

October 7, 1981

# PUBLIC SERVICES
# GOALS AND OBJECTIVES
# 1982-1983

The Public Services Division is responsible for the planning, development, implementation, and coordination of library programs, policies, and procedures involving circulation services, informational services, instructional services, networking and resource sharing, and publicity and public relations for all units of the UTK Library.

I. LIBRARY GOAL: Develop and maintain a library collection to meet the needs of the students and the teaching and research faculty of UTK. Evaluate the quality of the collection to meet the academic needs and encourage a greater degree of participation of the faculty in the development of the collection.

PUBLIC SERVICE GOALS:

1. Establish the place of subject specialists in collection development activities.

Objective

a. Define and begin implementation of the role of subject specialists.

2. Institute an on-going program to analyze the use being made of the collection.

Objective

a. Collect circulation and in-house use data on selected portions of the collection.

3. Institute an on-going conservation program aimed at preserving those parts of the collection that are aging or increasingly valuable.

Objectives

a. Establish guidelines to be used in selecting materials for conservation.

b. Acquire the materials and equipment necessary to begin a planned conservation program.

4. Continue program of converting journals to microform instead of binding.

Objectives

a. Review Music serial holdings for conversion.

b. Review selected serial holdings in Hoskins and Hodges for conversion.

Public Services
Goals and Objectives
1982-1983
October 7, 1981

II. LIBRARY GOAL: Maintain and improve library services for UTK students to support instruction and research needs. Organize the library system by a logical division of the book collection and services based on the geography of the campus, available space, the needs of the academic disciplines and available funds.

PUBLIC SERVICE GOALS:

1. Improve the accessibility of microform portions of the collection.

   a. Acquire additional microform readers and reader/printers.

      (1) Six microfiche readers for Hoskins Microform Department.

      (2) Six microfiche readers for Hoskins to replace print SHL copies.

      (3) Twelve microfiche readers for Hodges to replace print SHL copies.

      (4) Three microfilm readers for Hoskins Microform Department.

2. Acquire additional study tables, carrels, and chairs.

3. Install OCLC terminals in Hoskins and Hodges Reference Departments.

III. LIBRARY GOAL: Develop a totally integrated library automation system which will have as its base a machine readable record of the UTK Library holdings. The system will incorporate, among other features, circulation activities, serial records and control, acquisition functions, and binding operations. It will generate an online catalog and establish better fiscal control of acquisition and operating expenditures. It will produce management data which will aid in collection development and in the forecasting of future budget needs.

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Public Services
Goals and Objectives
1982-1983
October 7, 1981

PUBLIC SERVICE GOALS: 1. During 1982/83 install an on-line interactive circulation system in four public service departments.

Objectives

a. Convert Hoskins Circulation and Reserve and Hodges Circulation and Reserve to an on-line interactive circulation system.

b. Continue the bar code or OCR labelling of the collection.

IV. LIBRARY GOAL: Within the parameters of state funds and the formulas and planning decisions of the UT System, plan for a new library facility. At the present time, to determine the best utilization of available space to keep patron inconvenience to a minimum and efficiency of operations to a maximum.

PUBLIC SERVICE GOALS: 1. Conduct cost studies and analyses and work flow and systems evaluations in four public service units.

a. Interlibrary Services

b. Agriculture-Veterinary Medicine

c. Music

d. Hoskins and Hodges Circulation Department

2. Finish re-installation of faculty study space for 20 to 30 faculty members in Hoskins Library.

3. Investigate centralizing certain LC classes in their entirety in one location.

a. N Fine Arts

b. F Fiction

c. M Music

Public Services
Goals and Objectives
1982-1983
October 7, 1981

V. LIBRARY GOAL: Participate in state, regional and national library developments in resource sharing networks.

PUBLIC SERVICE GOALS: 1. Participate in the development of local resource sharing groups.

Objectives
a. Expand the range of activities of the Knoxville Metropolitan Library Group.

b. Increase participation in Knoxville Area Health Science Library Consortium.

2. Participate in state-wide resource sharing activities.

Objectives
a. Meet at least once a year with counterparts and ILL personnel from other UT system campuses.

b. Work with State Library personnel to further resource sharing.

3. Participate in regional and national library developments in resource sharing networks.

Objectives
a. Continue work with SOLINET and OCLC on growth of OCLC ILL subsystem.

b. Insure UTK participation in TLA and SELA sections concerned with resource sharing.

c. Insure UTK participation in ALA sections concerned with resource sharing.

d. Analyze benefit gained from continued participation in the Center for Research Libraries.

VI. LIBRARY GOAL: To pursue outside funding for collection development and automation activities.

PUBLIC SERVICE GOALS: 1. Seek outside funding in the form of grants and gifts to expand and enhance the provision of informational services to UTK students and faculty and the citizens of Tennessee.

Objective
a. Develop, in conjunction with appropriate agencies, grant proposals for expediting the transfer of information between libraries of the UT system and among other academic institutions in the state.

Public Services
Goals and Objectives
1982-1983
October 7, 1981

VII. LIBRARY GOAL: To recruit, hire and retain superior staff.

VIII. LIBRARY GOAL: Determine and implement the best organizational structure, procedures, and routines for the acquisition, cataloging, and processing of materials, the maintenance and housing of the collection, and provision of reference and other services to the academic community.

PUBLIC SERVICE GOALS:

1. See IV., 1. a., b., c., d.

2. Establish or up-date procedure manuals in a minimum of three public service units.

3. Conduct a study of public services that will:

Objectives

a. Examine all aspects of present methods of identifying, collecting and disseminating information to the public.

b. Produce a reference file of professional literature for materials concerning public services that will be available to the study group.

c. Consult other librarians and clerical and supporting staff members as resource persons.

d. Investigate and report on developments of information networks and data bases in providing access to information.

e. Examine the role of present library faculty in providing public services.

f. Examine the role of present clerical and supporting employees in providing public services.

g. Examine and make recommendations concerning current and potential relationships between Technical Services and Administrative Services and Public Services staff.

h. Examine and make recommendations concerning current and potential relationships among the Public Service units in fulfillment of their respective roles.

i. Examine current in-depth informational services offered the various colleges and schools of the university. Make projections for the future.

Public Services
Goals and Objectives
1982-1983
October 7, 1981

j. Make observations and recommendations concerning factors which will improve and expand public services at the UTK Library.

4. Develop regular program of monitoring budget performance in public service units.

5. Establish automated data base searching in support of ready reference in Hoskins and Hodges Reference Departments.

IX. LIBRARY GOAL: Maintain an awareness of new and continuing developments in the library profession, such as computer information retrieval, automated bibliographic resource sharing, development of regional and national networks for resource sharing, non-print media, on-line catalogs, etc., to determine, given the UTK library budget, how these developments can best be utilized for library operations.

X. LIBRARY GOAL: Cultivate the active participation of the students, faculty, and university administration in library concerns, and to respond to their needs. Make known to the academic community the services and material the library contains through orientation programs and publications.

PUBLIC SERVICE GOALS: 1. Continue the development, expansion and refinement of publications that will inform library users of services, collections, and facilities available to them.

Objectives

a. Produce and distribute six issues of the Library Information Bulletin (two issues each quarter) to the faculty and administration of UTK and the Institute of Agriculture.

b. Produce and distribute a tabloid at the beginning of Fall Quarter introducing new students to the library.

c. Produce twelve new titles for the Library Guides and make them available for distribution.

2. Continue the development, expansion and refinement of the library orientation and bibliographic instruction programs.

Objectives

a. Publicize the availability of library tours to new students and faculty.

b. Extend a program of library orientation and/or bibliographic instruction to one additional school or college.

GOALS AND OBJECTIVES STATEMENTS

FOR PUBLIC SERVICES UNITS

MICHIGAN STATE UNIVERSITY
LIBRARIES

STATEMENT OF GOALS AND OBJECTIVES FOR THE DOCUMENT DELIVERY SERVICE UNIT FOR 1981/82

Goal A: to facilitate access to those items in the MSU libraries collections that may be available for loan to persons who request materials via Document Delivery.

| CONTINUING OBJECTIVES | OBSERVABLE RESULTS |
|---|---|
| 1. To make MSU libraries' materials and resources available beyond the MSU community, especially to Michigan residents and users of the Kentucky-Ohio-Michigan Regional Medical Library. | a. Patrons beyond the MSU community will benefit from our resources.<br>b. Other libraries will reciprocate. |
| 2. To recall materials checked out on ILL when needed by MSU patrons. | a. Return of borrowed material will be expedited. |
| 3. To provide patrons with timely, pertinent information concerning items they have borrowed (date due, overdue notices, bills, recalls, etc.) | a. Patron will be aware of status of borrowed items.<br>b. Patron will be aware of status of account. |
| 4. To make judgements on individual items requested through Document Delivery in order to avoid downgrading service to patrons in the MSU community. | a. Patrons in the MSU community will have first priority. |
| 5. To maintain accurate records of patron accounts, prepare monthly billing, monitor coupon system, etc. | a. Patron accounts will be up-to-date. |
| 6. To refer patron requests (KOM) elsewhere when MSU libraries materials and resources are not immediately available for loan. | a. Patron will receive help beyond our resources<br>b. Patron is given another alternative. |
| 7. To refer patron requests (KOM) elsewhere when the MSU libraries collection does not hold the item requested | a. Patron will receive help beyond our resources. |
| 8. To provide information on materials for possible selection or re-order. (MSU theses and other MSU publications not held; missing or lost MSU theses and other publications, etc.) | a. Collection will be enhanced.<br>b. Replacement of some lost items in demand will be expedited. |
| 9. To instruct patrons of the MSU Document Delivery Service in copyright law compliance, the use of the standard ALA request forms, KOM policies, etc. | a. Patrons will adhere to proper procedures.<br>b. Routine questions and problems are resolved by the patrons themselves. |

| SHORT TERM OBJECTIVES | OBSERVABLE RESULTS |
|---|---|
| 1. To provide 4-day turn-around time for materials requested for loan. | a. Patrons will benefit from timely receipt of materials. |
| 2. To keep daily statistics on the receipt and disbursing of MLC coupons, billing authorization (from other libraries), etc. | a. Accounting files will be current.<br>b. Coupon activity, etc. can be monitored daily. |
| 3. To update procedures for retreiving materials (for photocopying or loan) from the Science storage area | a. Staff unit time will be used efficiently.<br>b. Patrons will receive materials from MSU rather than have us refer the request to another medical library |
| 4. To expedite "problem" requests for materials requested for loan. (i.e. not owned by library, but available elsewhere on campus; vol. & years of article requested don't match; item requested is in a special area of the library, etc.). | a. Patron will receive a timely response. |

Goal B: To support the instructional and research needs of the faculty, students and the staff of Michigan State University by providing access to information resources not available in the Michigan State University Libraries.

| CONTINUING OBJECTIVES | OBSERVABLE RESULTS |
|---|---|
| 1. To obtain needed materials economically and efficiently. | a. Patrons will benefit from timely receipt of materials. |
| 2. To obtain needed materials at no cost, or in exceptional cases, the lowest cost possible to patrons. | a. Patrons will seldom be charged for resources lacking in the collection. |
| 3. To obtain needed materials through the use of various cooperative programs and other libraries across the state, out-of-state, and, when possible, out of the country. | a. Patrons will have access to numerous and varied types of collections beyond the MSU Library. |
| 4. To guide patrons in copyright law compliance as the need arises. | a. Patrons will adhere to proper procedures.<br>b. Patrons will be informed. |
| 5. To provide courteous assistance, when necessary, to patrons completing request forms and to direct them to the Reference desk when necessary. | a. Patron will be informed of the correct way to fill out a request.<br>b. Staff time will be saved in the long run. |
| 6. To courteously respond to patron queries about interlibrary borrowing. | a. Patron will be kept abreast, when possible, of the status of a request in progress.<br>b. Patron will be informed about the policies and procedures of the service. |
| 7. To inform patrons of their privileges and responsibilities in the interlibrary loan transaction. | a. Timely return of materials to the lending library will result.<br>b. Patron will be informed of the stipulations of the lending library |
| 8. To determine if the material requested is held by the MSU library and, if so, attempt to educate borrowers of the uses of the Information Desk. (Also, material will be retrieved and placed on hold for the patron). | a. Unnecessary borrowing will be curtailed.<br>b. Patron will learn more about using the library.<br>c. Patron will have the needed material (If found in the Library) |
| 9. To maintain accurate records of borrowing transactions. (billing, statistics, etc.) | a. Lending libraries will be paid for services rendered.<br>b. Unit will be informed of output of borrowing service. |

Goal B (cont.)

| | |
|---|---|
| 10. To make patrons aware of other avenues of obtaining materials not available through interlibrary loan. | a. Patron will have an alternative. |
| SHORT TERM OBJECTIVES | OBSERVABLE RESULTS |
| 1. To forward requests to lending libraries within 2 days. | a. Patrons will receive timely service from the borrowing end of the transaction.<br>b. Staff will be motivated to work harder. |
| 2. To determine the most efficient way to take advantage of the coupon system. | a. Borrowing costs may be decreased, i.e. by saving staff time used for paying bills, etc. |
| 3. To train all students to wrap materials for return. | a. All student staff members will know how to return materials.<br>b. Lenidng library will receive items loanded expeditiously. |
| 4. To communicate with lending libraries regarding reciprocal loan agreement for Masters Theses and Dissertations (out-of-state) | a. Patron will have, hopefully, access to these materials without the expense of using University Microforms.<br>b. Lending libraries (out-of-state) will have access to our Theses and Dissertations. |

Goal C: To provide campus mail order delivery of single photocopies of journal articles or book chapters from titles held by the Michigan State University Libraries and needed for personal research of MSU faculty and researchers.

| CONTINUING OBJECTIVES | OBSERVABLE RESULTS |
|---|---|
| 1. To expedite retrieval, processing and dispenisng of materials by efficient use of CLSI, the Serial Holdings List, the card catalog, etc. | a. Patrons will have timely use of materials.<br>b. Library locator tools will be efficiently used during processing. |
| 2. To inform patrons of the procedural guidelines for the service. | a. Patrons will be informed.<br>b. Forms will be properly filled out. |
| 3. To provide patrons with the necessary forms for using the service. (By mailing forms to patrons and/or departmental secretaries, branch libraries, etc. upon request.) | a. Requests will be initiated on the proper forms.<br>b. Patron will have access to forms when needed. |
| 4. To maintain accurate statistical records. | a. Will be aware of clientele served.<br>b. Effectiveness of service can be judged. |
| 5. To provide courteous assistance to patrons inquiring about and completing request forms. | a. Patron will be informed of the correct way to fill out requests.<br>b. Patron will be made aware of the procedures fo the service. |

| SHORT TERM OBJECTIVES | OBSERVABLE RESULTS |
|---|---|
| 1. To provide 24-hour turn-around time for photoduplication requests. | a. Patrons will have timely access to material.<br>b. Staff will be motivated to work harder. |
| 2. To closely monitor requests received from disciplines other than the Sciences. | a. Willbe aware of clientele served. |
| 3. To closely examine processing procedures to eliminate any unnecessary steps. | a. Patrons will have timely access to materials. |

July, 1981

# GOALS AND OBJECTIVES FOR INFORMATION, 1981/82

The goals of the Information Department are:
to assist users in locating information or known items quickly and easily
to assist users in learning to use the MSU Libraries effectively and efficiently
to inform users of the MSU Libraries' resources and services

To implement the above goals, our staff will direct its efforts toward the achievement of the following continuing objectives:

| Objective | Measurable/observable result |
|---|---|
| Provide information services in the main lobby and Undergraduate Library | Service is available to users during all hours the library is open. |
| Assist users in determining whether an item is held by the MSU Libraries and what its current status is. | Users will be able to retrieve the item either immediately, or when item is available. |
| Conduct searches for items when they cannot be located, place Holds on items at borrowers' requests, retrieve and deliver items to faculty. | Users' satisfaction at receiving item. |
| Refer users to appropriate areas of library for answers to their questions. | Users' frustrations will be alleviated. |
| Provide general information on MSU Libraries, campus events and some community activities. | Users' awareness of activities. |
| Instruct users in the use of the Author/Title catalog, CLSI and the Serial Holdings List. | User's ability to use resources himself. |

The staff will, in addition, direct its efforts toward the achievement of the following specific objectives:

| | |
|---|---|
| Maintain and continue to provide signs for public service areas. | Users' ability to find needed areas. |
| Consider possibility of transferral of extended search procedures to the bibliographers' section. | Searches done more quickly by staff who are familiar with the stacks areas. |
| Add tape lines leading to Reference, Industrial Relations & Labor and Urban Policy Libraries. | Users' satisfaction at locating needed areas. |

## REFERENCE LIBRARY GOALS AND OBJECTIVES, 1981-82

The purpose of the Reference Library is to serve the informational, educational, and research needs of users at all level in the humanities and social sciences, by providing quality service.

To support this goal, we have the following continuing objectives:

A. To provide reference service both during scheduled periods at the Reference Desk and in other reference contacts. Fulfillment of this objective requires the following knowledge, skills, and personal qualities ( in random order):

----excellent communicative skills, enthusiasm, empathy, and willingness to help all patrons
----thorough and ongoing knowledge of M.S.U. Reference Library collection
----continuing efforts to tap the information resources of the M.S.U. campus, the Greater Lansing area, the state, and the nation
----continuing interest and development of skills in new tenhnologies applicable to library services
----the ability to translate varied requests for information into appropriate search strategies
----the ability to teach on an individual basis
----concerted effort to give patrons more in-depth assistance by going with them to the Reference sources, explaining their use, and helping them begin the task of "looking up".

B. To use and promote imaginatively all relevant databases both for comprehensive searches and at the Reference Desk when appropriate; to develop a comprehensive training program for searchers in Reference, Documents, and other areas as appropriate, in light of the growing number of new databases available; to plan for the future of database use in Reference. Database searching includes the following:

1. Use of CLSI and OCLC by all reference librarians as a normal part of reference service.
2. Use of comercial computer-searchable databases as a normal part of reference service, both for quick reference and for comprehensive, paid searches.

Fulfillment of this objective requires the following knowledge and abilities (in random order):

----knowledge of searching techniques
----ability to cinduct successful database searching interviews
----knowledge of the contents of individual databases
----ability to use computer terminal keyboards accurately and at reasonable speed
----continuous updating of skills

C. To provide and promote library instruction, both individually during reference interviews, and for classes; to plan for the future of library instruction, considering time and money available and optimum use of staff; to gather statistics on library instruction in order to evaluate the instructional program continuously. Fulfillment of this objective requires staff participation in the following activities, and the following abilities and personal qualities (in random order):

activities

----provide library instruction to individual patrons
----provide course-related library instruction as requested by M.S.U. faculty for their classes
----provide, monitor the use of, and revise the ATL self-paced workbook
----provide faculty/graduate student seminars
----teach ATL 117
----provide general library tours for walk-ins twice a week, and for clerical staff
----provide Welcome Week tours
----keep statistics of instructional activities
----encourage improvement of teaching skills

personal qualities

----willingness to volunteer
----empathy
----enthusiasm

abilities

----knowledge of the Library and appropriate resources for the given student or other group
----the ability to organize the material and to make an effective presentation

D. To prepare, make available, and revise library instructional materials both for use with specific classes and for use on an individual basis. Continuously evaluate the need for new guides and retire old ones. Fulfillment of this objective requires staff participation in the following activities and the following abilities and personal qualities (in random order):

activities

----prepare and revise, when necessary, the How to Find Guides
----prepare one page, self-guided use handouts
----prepare handouts for use with particular classes
----prepare handouts for use with database searching
----cooperate with Information to provide and revise general Library informational guides

abilities and personal qualities

----the ability to write clearly and concisely
----the ability to judge what materials are essential for each handout and to restrict contents to those resources
----willingness to address need for instructional materials

E. To provide, maintain, and develop the Reference collection generally, and to maintain, develop, and provide service for the following specialized collections within the Reference Library (in random order):

----Michigan
----M.S.U. - generated materials, including the State News index

----Foundations
----Travel
----Law
----Careers
----Telephone Books
----College catalogs, handbooks, and test preparation materials
----Browsing collection

Fulfillment of this objective requires the following knowledge, abilities, personal qualities, and supporting activities (in random order):

knowledge, abilities, personal qualitites
----knowledge of M.S.U. Reference Library and M.S.U. Libraries' collections
----sensitivity to the needs of users at all levels, from freshmen to faculty
----knowledge of books and the publishing industry
----an understanding of the dissemination of knowledge
----intellectual curiosity
----perusal of selection tools, blurbs, and journals for ads and information about forthcoming publications and the evaluation of reviews
----awareness of Library-wide subject specialties
----the ability to work with bibliographers and other staff, both professional and non-professional
----perusal of new book shelves, the Reference decision shelf, new book and new serial order slips to channel relevant materials to the Reference Library
----continuous weeding of the Reference collection, transfer of outdated materials to the circulating collections, or withdrawal
----knowledge of Acquisitions forms, processes, and procedures
----reply to written requests for M.S.U. publications
supporting services
----checking selection tools against the P.C., checklist. CSR, Tub file, shelf list, Reference Library order file, and on OCLC, as appropriate. Ordering materials for the Reference Library
----initiation and supervision of filing, claiming, checking in, and p and a requests
----photocopying reviews for ordering and for the information of others in the Library
----annual shelf reading of the Reference collection

F. To encourage professional development of staff. Fulfillment of this objective requires participation in the following activities (in random order):

----attendance at professional meetings and relaying relevant information to Reference staff
----participation in professional organizations, such as A.L.A., M.L.A.
----keeping up with developments in the library world, by reading professional literature
----participation in continuing education activities and scholarly investigation

G. To encourage communication within the Reference Library, with General Readers' Services, with other Library units, with the public, and with the M.S.U. faculty. Fulfillment of this objective requires participation in the following activities (in random order):

----attendance at Reference Staff meetings, held weekly, with agenda for same posted in advance and minutes circulated the following day
----reading the staff minutes
----informal communication with other Library units and M.S.U. faculty

----participation on Library-wide and departmental committees
----reporting by all Reference representatives to all Library committees at Reference staff meetings
----written circulation of new or revised Reference policies and procedures to other GRS departments
----constant reference to the Log and adding to it
----informal communication among Reference staff both upward and downward
----posting newspaper front pages daily and suggestion box answers promptly

H. To have a cohesive, smooth-running department, recognizing the interdependence of librarians, clerks, and student assistants. The following have been identified as crucial to the fulfillment of this objective (in random order):

----train student assistants and clerks for proper maintenance of the collection and peripheral areas
----a sense of personal responsibility among all reference staff, to assure proper functioning of the Reference Library
----willingness of each of the three groups to cooperate and to support the other
----willingness to communicate and solve problems promptly

I. To assist Document Delivery with ILL borrowing, in the absence of the Document Delivery Librarian, and with verification of foreign language and other difficult citations. Fulfillment of this objective requires the following knowledge and personal qualities:

----knowledge of the verification/location tools
----knowledge of ILL borrowing procedures
----willingness to help out
----language abilities to help out with difficult foreign language requests

J. Continuous assessment of the use of our space, and the impact of new equipment and materials on spatial arrangement. Fulfillment of thisobjective requires the following:

----commitment to experimentation with and to acquisition of new equipment and material when it would enhance service, and to consequent rearrangement of space
----open mind to things that are new, both machines and books

K. Continuous assessment of departmental clerical and student work routines.

The following specific objectives have been identified as some short term steps to meeting the continuing objectives (in random order):

----write a collection development statement/policy for the Reference Library
----evaluate, revise as necessary, and promote use of the ATL self-paced workbook. Investigate alternative printing and support services for the workbook.
----investigate augmentation of desk personnel
----increase staff use of CLSI, OCLC, and CDI terminals to answer appropriate reference questions while on the Desk
----make a long term weekly survey of the volume of traffic at the Reference Desk
----develop a supplementary in-depth analysis procedure for reference questions (volunteers)
----keep area behind the quick reference bookcase in better order

----prepare a one-page handout on term paper research and writing
----improve communications with Documents Library by constant invitations to attend Reference staff meetings
----review existing Reference Library instructional programs in light of continuing objective C.
----write a short, patron-oriented manual for self-paced use of the OCLC terminal. Create a one page take out handout on OCLC
----finish weeding the collection
----make it a practice to keep track of, by recording in the Log and discussing at staff meetings, difficult or unanswered reference questions

## GENERAL READERS' SERVICES

### Statement of Goals and Objectives

### 1981-82

The goal of the General Readers' Services Department is to participate in providing collections and to provide a full range of reference, information, circulation and related services in support of the curricular, research and general information needs of M.S.U. students, faculty and staff; and, in addition, to assist in fulfilling the Libraries' obligations in local, state, regional and national information programs.

In pursuing this goal, the staff directs its efforts towards the achievement of these seven continuing objectives.

-- to provide information services and resources in sufficient copies to satisfy most of the academic needs of the undergraduate students and a high percentage of the research needs of graduate students and faculty.

-- to assist the users in locating and retrieving needed information or known items quickly and easily.

-- to identidy and to provide access to information resources not available in the University Libraries for the research and curricular needs of the user.

-- to assist the users in learning to use the University Libraries and information resources effectively and efficiently.

-- to provide improved space and equipment for the effective use and care of information resources.

-- to inform the users of the University Libraries' resources, services, and policies.

-- to make appropriate resources and services available beyond the primary user community.

The following specific objectives have been identified as some immediate actions toward meeting the continuing objectives?

-- to assist the users in adapting to the closing of some catalogs and the changes to be brought about by the new cataloging rules.

-- to enhance the CLSI system for the broad range of circulation activities.

-- to provide access to additional data bases and to make imaginative uses of existing ones as an extension of reference and information services.

-- to reassess and evaluate the effectiveness of the current bibliographic instruction programs.

-- to improve communications between Readers' Services units and with other areas within the library.

-- to review all positions with the intent of eliminating unessential activities and services that are not adequately staffed and to assure that the staffing patterns reflect the proper mix of student, C/T's, and librarians.

-- to initiate an effective plan for security of building during closed hours.

6/15/81

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Science Libraries - Statement of Goal and Objectives

The goal of the M.S.U. Science Libraries is to support the instructional, research, and public service programs of the university in all science fields, by making available to the students, faculty, and staff information resources and services for their curricular, research, and general information needs in the sciences, and in addition, by fulfilling our obligations in local, state, regional, and national information programs.

The goal can be met with nine continuing objectives. It is our intent to increase availability of information services and resources for the University community by

--- providing a collection of scientific library materials, including bibliographic and non-bibliographic data-bases, that best meet the teaching and research needs of the academic community regardless of location.

--- carrying out additional technical processing of library materials as needed in the science libraries for the purpose of organizing, maintaining, and controlling the collection for maximum utilization

--- providing reference services and materials including data-base searching and library instruction to aid in the maximum use of the information resources in the science libraries.

--- more effective utilization of existing facilities and equipment for the storage and use of information resources.

--- further defining the program and communicating to users the need for a new Bio-Medical Science Library building.

--- maintaining effective planning, personnel administration, and support services.

--- identifying and analyzing new and better ways of providing library services.

--- promoting the use of libraries in particular, the information resources of the MSU science libraries.

--- planning for extension of the science libraries' resources and services to affiliated programs of the University especially to off-campus locations.

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Science Library - Goals and Objectives

As a unit of the MSU Science Libraries the Science Library shares the goal and the nine continuing objectives previously stated. The following specific objectives have been identified as short term (one to two year) steps toward meeting the continuing objectives. The objectives are listed in order of their relative emphasis.

--- to study present work flow and work loads to increase efficiency and effectiveness.

--- to devise methods for weeding the collection, withdrawing materials, and selectively replacing missing books.

--- to set up a policy for review of journal subscriptions in order to cancel those no longer relevant to our collection.

--- to make an aggressive effort to find adequate storage facilities for overcrowded areas of the collection using compact storage where feasible.

--- to document personnel needs to maintain hours for maximum service and accessibility in both the present Science Library and the proposed Bio-Medical Science Library.

--- to implement the new middle management infrastructure and evaluate changes brought about by these postions.

--- to increase communication within the science library and with other departments in the library system.

--- to provide bibliographic aides such as briefly annotated subject guides and assistance in identifying, locating, and using information resources including those not available in the University libraries.

--- to provide staffing arrangements which facilitate personal or professional growth.

--- to evaluate the services provided by the science library.

--- to study ways to improve and strengthen sharing among the units of the science libraries.

--- to promote increased knowledge of objective performance evaluation and implement the program in the science library.

--- to disseminate information explaining services and resources of MSU science library

--- to identify and document need for funding for staff to attend conferences, workshops, and professional meetings.

--- to explore the possibility of unifying the geology collection into one location in the Geology Library.

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Science - Public Services Sub-unit

The public services sub-unit of the MSU science library supports the goal of the science library as stated above.

The following continuing objectives have been identified. It is our intent to provide for the science information needs of the University community by

--- collecting selectively new scientific library materials in our assigned subject areas in order to support the teaching and research needs of the academic communtiy.

--- facilitating access to science information resources through the provision of reference services and materials, including computer searching of bibliographic and non-bibliographic data bases and library instruction programs.

--- investigating ways to promote more effective utilization of existing facilities and equipment for the storage and use of information resources.

--- maintaining effective staffing arrangements.

--- identifying and analyzing new and better ways of providing library services.

--- promoting the use of the library and science information resources.

--- planning for extension of the science library's resources and services to affiliated programs of the University especially to off-campus locations.

The following specific objectives have been identified as some short term (one to two years) steps toward meeting the continuing objectives. The objectives are listed in order of their relative emphasis.

--- to review and codify current selection policy.

--- to study work loads of both full-time and shared professional staff to promote maximum utilization of each librarian's capabilities.

--- to establish liason with science academic units whose research and teaching needs are to be met from the Science Library's collection in order to encourage and facilitate faculty participation in the identification of the most useful library materials.

--- to develop forms to facilitate patron recommendations of needed library materials.

--- to study the allocation of the Science Library's book budget and to arrive at an equitable division of funds among the various scientific disciplines and academic levels of study which fall within the scope of our collection.

--- to devise policies for weeding the collection, withdrawing materials, and selectively replacing missing books.

--- to set up a policy for review of journal subscriptions in order to cancel those no longer relevant to our collection.

--- to review or revise the library instructional programs for the most effective means to help students, either individually or as a class, make the best use possible of the library resources and to promote these programs utilizing all appropriate media.

--- to provide online data-base searching for both bibliographic and reference requests.

--- to document need for professional personnel to maintain hours for maximum reference services.

--- to increase communication within the public services sub-unit of the science library and with other units within the library system.

--- to establish in-house data-base training sessions to ensure consistent high-quality searching.

--- to provide bibliographic aides such as briefly annotated subject guides and assistance in identifying locating, and using information resources including those not available in the University libraries.

--- to attend subject seminars, departmental meetings, et., to publicize the science library's services and collections.

--- to provide staffing arrangements which facilitate personal or professional growth.

--- to disseminate information to faculty and graduate students explaining the services and resources of the MSU science library particularly the data-base service.

--- to analyze, describe, and evaluate the science collections and the services provided by the science library in order to best meet the teaching and research needs of the University science community.

--- to work on plans to extend and improve the hospital coordination program and our affiliation with KOM

--- to study ways to improve and strengthen sharing among the units of the science libraries.

--- to investigate the need and feasibility of extending our resources and services to the agricultural extension services in Michigan and federal research stations. ( SEA of USDA )

--- to work toward extending the science libraries' resources and services to the MSU affiliated hospitals and health programs, particularly the Upper Penninsula Medical program based in Escanaba.

## Mission of the Reference Department

The general goals and objectives of the Reference Department of the University Library should be the following in priority order:

1. To provide excellent reference service to the patrons of the Graduate Library. In addition the Department serves as the advanced reference center both in terms of service to the scholarly community and collection resources for the social sciences and humanities.

2. To build a reference collection specializing in the social sciences and humanities to meet the needs of faculty and students. This includes regular and systematic: (1) selection and ordering of new material, (2) evaluation of the reference collection to find areas that need strengthening, and (3) transfer of superseded and unwanted materials from the reference collection.

3. To maintain and even enhance the specialized services of the Department such as the Documents Desk, data base searching coordination and service, and bibliographic instruction activities.

4. To participate in the selection of materials for the Graduate Library collection

Unfortunately in these times of real or potential reduction of library resources and services, we face the responsibility of maintaining these service objectives in an atmosphere in which there is little prospect of added staff to increase or enhance the implementation of new objectives. Therefore, we must examine the department, its role, function, and activities within the realities of the current situation. For the time being let us assume no further increases in the present reference staffing. In the examination of the general goals and objectives of the department, we should be moving toward the following specific goals:

1. Consideration should be given to the effectiveness and efficiency of the current staffing patterns of both the Reference and Documents desks;

2. Increased care and attention should be devoted, on a systematic basis, to the quality of the Reference Department collection and its ability to meet the information needs of its users;

3. Consideration should be given to the way in which professional time is currently spent and whether there is adequate subject and language specialization on the part of the staff to meet the basic needs of the patron and the collection;

4. An in-depth reference training program should be developed for new professionals which would have application for the student assistants, library science interns, and staff at the Public Catalog Information desk. Further, there should be on-going program of sharing of information among the staff relating to new tools, techniques, and information gained through professional

reading and continuing education;

5. Coordination of service and staffing at the Public Catalog Information Desk.

July 9, 1979

ARIZONA STATE UNIVERSITY LIBRARY

CIRCULATION SERVICES

GENERAL OBJECTIVES AND OPERATIONAL GOALS

I. Services

A. To provide prompt, courteous, and responsive service while assisting patrons at the Loan Desk, for the purpose of providing high quality service at the Loan Desk.

Performance Goals:

1. To provide staff support at a level consistent with service demands.
2. To encourage and assist in the development of a staff training program designed to teach public service staff sound public relations techniques.

B. To promote access to materials needed by library patrons through an organized system of policies, procedures, and programs for the purpose of assisting patrons to locate and/or retrieve needed materials.

Performance Goals:

1. To improve written and oral information and instructions for patron use regarding library loan and/or retrieval policies and procedures.
2. To maintain, evaluate, and improve policies and procedures that promote return of materials requested by patrons.
3. To maintain, evaluate, and improve policies and procedures that promote timely return or renewal of library materials for the purpose of improving the availability of needed materials.
4. To rapidly and accurately return books to their proper locations.
5. To develop methods and procedures for maintaining accurate shelf order in the stacks.
6. To establish an on-going inventory to identify and replace missing materials.
7. To assist Collection Development in the development of methods to use statistics generated by the automated Circulation System for the purpose of improving the availability of needed materials.
8. To advise the Reference Department regarding circulation policies and procedures to be included in that Department's orientation or training programs.
9. To investigate policies and procedures used at other libraries to promote access to materials, for the purpose of developing new procedures to assist patrons locate and/or retrieve needed materials.

C. To provide accurate up-to-date records and information regarding the accessibility of any item in the collection, for the purpose of assisting patrons locate required materials.

Performance Goals:

1. To continue to evaluate and improve clerical and automated procedures for identifying and correcting errors in circulation records.
2. To continue to investigate automated systems that permit on-line real-time access to records indicating the status of any item in the library.

ARIZONA STATE UNIVERSITY LIBRARY

June 4, 1979

PART 1

DOCUMENTS SERVICE

DEPARTMENTAL OBJECTIVES AND GOALS

ACADEMIC YEAR 1979/80

The Department is composed of four distinct collections, three of which are organized and accessed through an index and classification system unique to that collection. Personnel in Documents Service select, collect, organize, and provide access and service for use of the collections.

The main objective or goal of the Department is to accomplish the above in an effective and efficient manner. Documents is a unique deparment within the Library in that, except for circulation, we can function, (select, collect, organize, and access) as a whole without reliance on other library support systems. However tempting it is to do this and remain in our "paper tower", it must be understood in the beginning that to operate "effectively" and "efficiently" implies cooperation, communication, coordination with other departments in the Library, and with other libraries in the state.

The following Goals are organized first by overall deparment goals, then by collection or function. Goals that are self explanatory are listed without any description or operation proposal.

DEPARTMENTAL GOALS

I. To provide effective and efficient service to the collection by:

A. Keeping everyone in the Department knowledgable about all of the collections.
   1. Continue to teach and update each other on particular changes/problems/innovations within collections.
   2. Continue to emphasize staff participation in outside department programs, seminars, professional organization activities.
   3. Encourage reading professional journals dealing with Documents.

B. Providing effective and efficient teaching, reference, and referral service to ASU students and faculty, and to patrons at large.
   1. Emphasize alternative sources of information within the Department, between collections: i.e. the interrelated nature of Arizona and Federal government documents.
   2. Emphasize the learning and use of alternative sources of information outside of the Department, in order to be able to provide a user with an accurate appraisal of available library-wide resources, or to refer a patron to an appropriate department or person.
   3. Keep in contact with subject specialists and collection development in formal and informal situations in order to exchange information and ideas.
   4. Endeavor to emphasize the need for interdepartmental communication in the public service reference areas, and to keep other reference areas informed of Documents collections as well as activities.
   5. Keep informed, and use when the situation is appropriate, other collections and services within the state and nationwide in order to take advantage of the full scope of available resources: i.e. U of A, CRL, etc.



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6. Encourage patron use and acceptance of microformat collections available, and interlibrary loan, by providing patient guidance and the needed help (via confirmation telephone calls, or help in filling out forms) for use of these vast facilities.

C. Maintaining the condition of the collection in a manner that facilitates use.
   1. Keep shelving, filing, and binding as current as possible, taking into account the academic use patterns.
   2. Under the present conditions, using space as effeciently as possible without cutting into access.

II. To provide collections that support and enhance the academic programs and the University's objectivies by:

A. Acquiring materials and maintaining collection policies that are compatable and enhance the general policies of the library, and the specific policies and practices within subject areas.
   1. Keep informed of and endeavor to work with specific subject specialists on collection selection and use.
   2. Keep informed of general University academic policy affecting collection practices.
   3. Maintain contact with interested faculty members with regards to collection policies.
   4. Keep library faculty and administration informed of policy or collection shifts and changes which might occur resulting from outside or inside pressures (i.e. GPO policy change or State Library, or the pressure of the limit of physical space).

B. Maintaining orderly and up to date records, indexes, and physical facilities to aid in the use of the collections.
   1. Work for continued support equipment and facilities in order to accomplish mundane but highly necessary and technical tasks connected with records.
   2. Investigate new methods, new technology, available or feasible in the future pertaining to processing and accessing collections.
   3. Keep informed of the conditions of the files, equipment, and area in order to advise on problem areas and to alter or change procedures or policies that are ineffective or too burdensome for their advantage.
   4. Keep other areas, departments, informed of changes or alterations within the department's records or indexes in order to facilitate use of the collections.

ARIZONA STATE UNIVERSITY LIBRARY

INTERLIBRARY LOAN SERVICE
Goals and Objectives
May 31, 1979
Draft #1

I. TO PROMOTE INTERLIBRARY COOPERATION TO EXPEDITE THE ACHIEVEMENT OF GOALS II AND III.

-To develop mutually beneficial agreements with other libraries relating to interlibrary loan

-to adhere, as much as possible, to the National Interlibrary Loan Code, network codes, and accepted protocol of interlibrary loan

-to monitor processing time

-to participate as a major resource center to CHAIN, the Arizona interlibrary loan network

-to participate in the development of an AMIGOS Interlibrary Loan Network

-to be cognizant of the existence or formation of other networks and their implications to our borrowing and lending operations

-to be cognizant of the existence or development of technological advances which could expedite our lending and borrowing operations

II. TO PROMOTE ACCESS TO AND TO OBTAIN, AS QUICKLY AS POSSIBLE, MATERIALS WHICH ARE NOT OWNED BY OUR LIBRARY FOR OUR LIBRARY USERS

-to identify and communicate with library users who would benefit through Interlibrary Loan Service

-to interpret the National Interlibrary Loan Code, network codes, interlibrary loan policies, procedures, restrictions, and copyright law to library users

-to give library users a realistic estimate of our expectations (time, cost, and potential for success) regarding materials which they need

-to identify and contact all possible sources for materials needed by interlibrary loan users

-to obtain materials from the most inexpensive source

-to process requests as quickly as possible

-to fulfill our obligations, as a borrowing library, to other libraries



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Interlibrary Loan Service
Goals and Objectives
Draft #1, continued....

III. TO MAKE ASU LIBRARY MATERIALS AVAILABLE, AS QUICKLY AS POSSIBLE TO PATRONS OF OTHER LIBRARIES

-to process requests as quickly as possible

-to lend as much as possible without depleting resources for our own library users

-on request, to provide potential locations for needed materials

-to route unfilled CHAIN requests to other potential in-state locations

-to fulfill our obligations, as a lending library, to other libraries

Jane Henning Conrow
Head, Interlibrary Loan Service
May 31, 1979

ARIZONA STATE UNIVERSITY LIBRARY

# Goals and Objectives of Reference Service

Approved June 6, 1979

## ROLE OF THE REFERENCE LIBRARIAN

The Reference librarians have a dual role, combining the duties of the subject specialist and the Reference librarian. All share in providing service to students, faculty, and other patrons. Reference librarians answer questions in all subject areas and therefore possess a working knowledge of the basic tools in each field. In addition, they develop reference service in a particular subject, develop their knowledge of that field and make creative use of it. The Reference librarians agree on the following goals:

## REFERENCE SERVICE GOALS

### Goal No. 1 - To Provide Direct Reference Service:

Direct Reference service is one of the primary functions of the Reference librarians and shall be aimed at answering the needs of the users with maximum efficiency. Reference service will strive to improve accessibility to information through increased application of pertinent automation.

Definition:

Direct Reference service consists of person-to-person assistance which is offered to library patrons in pursuit of information. It may be provided at the Reference Desk or away from the desk for extended or complex reference questions. Such questions include on-line bibliographic searches, in-depth reference inquiries and instructional functions at at an advanced level.

Primary users will be the University community. Reference service will be available to official agencies, the business community in the Phoenix metropolitan area and the general public, in that order of priority, as long as the service does not interfere with the needs of our primary users.

Implementation:

The desk shall be staffed so as to provide maximum quality of service and efficient utilization of human resources. It will provide enough flexibility to meet unexpected increases in user demand and changes in the availability of staff.

General reference service shall be practiced in a consistent manner by all Reference librarians.



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Extended and complex reference service, as defined above, will be referred to appropriate subject specialists whenever possible.

Computer searching shall be considered an extension of our general reference service, and, as such, under the administrative responsibility of the Reference Chairperson or an appointed coordinator.

The use of OCLC terminals and other technologically-advanced tools will be explored and promoted as a means to improve the efficiency of Reference services.

An atmosphere conducive to research will be maintained in the Reference room. The room will be arranged to provide effective and quick access to the resources. Equipment will be adequate in number and in good working order.

Goal No. 2 - To Maintain and Develop a Reference Collection:

The Reference collection shall be an up-to-date and comprehensive collection supporting the reference and research needs of the University community.

Implementation:

Individual subject specialists shall collect the most recent editions of standard reference works, new scholarly sources and selected materials of topical interest.

Subject specialists shall be responsible for the maintenance and weeding of the collection in their subject areas.

The selection, maintenance and weeding of general reference materials outside of assigned subject areas shall be the responsibility of the Chairperson.

In order to provide efficient access to the collection, material shall be evaluated for inclusion in the Reference collection and location in the Reference room in accordance with the most recent departmental guidelines.

Goal No. 3 - To Maintain and Develop Library Subject Collections:

The subject collections will support the instructional and research needs of academic departments, faculty and students.

Implementation:

Collection development shall be a cooperative effort between subject specialists and academic departments or programs. Subject specialists will insure that the levels of responsibility are defined by mutual agreement.

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Subject Specialists shall develop guidelines for collecting in their specific subject areas in cooperation with departmental respresentatives and insure that the subject collections are developed in accordance with these guidelines.

Assessments shall be conducted when they are deemed necessary.

Evaluation of approval plan effectiveness shall be on-going. Subject specialists shall supplement these plans with materials which are not otherwise received by the library.

Subject specialists shall have a role in the weeding, cataloging decisions, and other general maintenance affecting their assigned areas.

Resource-sharing shall be explored by the subject specialists, who shall facilitate access to lesser-needed materials.

Goal No. 4 - To Maintain and Develop Subject Expertise:

Subject specialists shall develop and maintain the level of subject expertise necessary for carrying out their reference and collection development responsibilities.

Implementation:

Familiarity with material in subject areas shall extend to reference sources, general stack materials and serials in the assigned subject area.

An understanding of the instructional and research needs of the faculty, graduate and undergraduate students shall be gained through a working relationship with academic departments.

Adequate time shall be allotted for the development and pursuit of subject expertise.

Every effort shall be made to match the subject knowledge of Reference librarians to subject specialties.

Goal No. 5 - To Promote Effective Communication with Faculty:

Reference librarians shall inform faculty members of the services and resources of the Reference department and encourage the use of these services and resources.

Implementation:

Reference librarians who have assigned subject specialties should maintain formal or informal contact with their academic departments throughout the year.

The initiative in promoting effective communication should be excercised by the Reference librarians. Through these contacts information can be shared on such matters as policy changes, new services, curriculum and/or research changes and collection development activities.

Goal No. 6 - To Provide Library Instruction and Support Materials to Library Users:

Reference librarians shall provide appropriate library instruction and instructional support materials to library users through an integrated program.

Implementation:

Reference librarians shall conduct general tours of the library for the University community as well as specialized subject orientations in their fields of specialization.

An introductory course in how to use a research library shall be designed, coordinated and taught by a member(s) of Reference Service. Subject specialists may teach research and bibliography courses within academic departments.

A member of Reference Service shall be responsible for the creation and dissemenation of the Freshman Library Project.

Reference librarians shall produce support materials such as the Know Your Library series, subject guides to the library, pathfinders, and bibliographies designed to inform users of the resources of the library. Guides to facilitate the use of complicated tools in the Reference room shall be produced as well as charts and other helpful aids when a need is identified.

Publicity and promotional literature shall be written by Reference librarians to promote the programs, services and publications of the University Library and Reference Service.

Goal No. 7 - To Promote Staff Development:

Reference Service will create and implement a systematic program of staff development. This program will apply to both professional and non-professional staff.

Implementation:

Individual librarians will participate in the orientation of new librarians to the Reference collection.

Experienced staff members will assist inexperienced librarians in developing their effectiveness and understanding of the library's policies and procedures.

Time will be scheduled periodically for on-going training in the use of reference sources as well as the exchange of information and expertise.

Reference librarians will be encouraged to familiarize themselves with other areas of the library through formal or informal arrangements.

A continuing program of training in computer search skills will be developed with the assistance of advanced searchers under the guidance of the coordinator.

Adequate time will be allotted for development and maintenance of professional and subject expertise.

Professional leave and financial support shall be granted to Reference librarians to further career growth.

A formal and on-going program of training, supervision and evaluation of non-professional staff members, including student assistants, will be created and implemented.

Goal No. 8 - To Encourage Consultation and Cooperation:

Reference librarians will actively seek and promote consultation and cooperation within the department, within the library, and with the University community.

Implementation:

A. Within Reference Service:

Open communication shall be encouraged on a informal basis.

Reference meetings shall provide a forum for discussion on the concerns and needs of the department.

B. Within the Library:

Reference librarians shall keep informed of developments and changes in other areas of the library and share new information with the Reference staff when necessary. Modification of Reference policies and procedures should be conveyed to appropriate personnel within the library through proper channels.

Reference librarians should seek active participation in Library committees whose decisions might affect the operation of Reference Service.

C. Within the University Community:

An open working-relationship should be maintained with the University community in order to assure development of library

programs that are consistent with academic objectives.

Reference librarians should act as a link between library users and the library administration as well as other library services, seeking and promoting mutual understanding of particular needs and problems.

Reference librarians should continue to seek representation on University committees.

Goal No. 9 - To Organize and Administer the Reference Department Toward the Achievement of These Goals:

Reference Service will develop an efficient and effective organization which will operate as a democratic body under the administration of an appointed Chairperson recommended by the department.

Implementation:

Policies and guidelines will be prepared as a way to improve department performance and will cover the development of the Reference collection and its services, as well as the departmental operation and administration.

All Reference librarians will participate in departmental planning. The Chairperson shall be responsible for coordinating these planning activities and carrying out their implementation.

# PERFORMANCE STANDARDS AND EVALUATION

UNIVERSITY OF CALIFORNIA, SAN DIEGO

DRAFT

CENTRAL LIBRARY REFERENCE DEPARTMENT

MISSION AND GOALS STATEMENTS

MISSION:

The overriding mission of the department is to provide a wide range of high quality library services to the faculty, staff, and students of UCSD and to make these services available to the general public as resources permit. These services include: ready reference, subject-specific reference and research assistance in the social sciences and humanities, referral to other sources of information, instruction in library skills, and interlibrary loans. The library user is the focus of our mission, and excellent service to our users is the ultimate goal of all departmental activities. To this end, the department maintains a reference collection of great depth and breadth--one of the finest in California--and engages in a variety of training, planning and management activities designed to improve services.

Following are more specific statements of long-term goals and activities:

1. COMMUNICATION WITH USERS

GENERAL GOAL: As the user is the focus of our mission, an important overriding goal is to engage in active communication with library users in order to determine their needs and to monitor the effectiveness of services.

SPECIFIC GOALS:

a. To work closely with faculty and other researchers among our primary clientele to assure that their library needs are being met.

b. To assure that the needs of our general users for library services that can reasonably be expected of the Central University Library are being met.

c. To take lead responsibility in responding to Central Library user needs, e.g. by coordinating responses to user suggestions.

2. REFERENCE AND INFORMATION SERVICES

GENERAL GOAL: To plan and implement reference services which meet the research and information needs of the faculty, staff and students of UCSD, and to make these services available to the general public as resources permit.

SPECIFIC GOALS:

a. To provide high quality ready reference service (desk service) in the Central University Library.

b. To provide subject-specific assistance with reference and research problems as required.

c. To provide computer-assisted reference service as a natural extension of both general and subject-specific reference service whenever appropriate.

d. To design and develop reference services to meet user needs and to develop policies and procedures which meet those needs.

e. To design and maintain appropriate supplementary modes of access to the reference collection (e.g., the Reference Card file).

3. COLLECTION DEVELOPMENT SERVICES

GENERAL GOAL: To develop and maintain the Central Library Reference Collection and a major portion of the Central Library research collection in the social sciences and humanities.

SPECIFIC GOALS:

a. To select reference and research materials, both new and retrospective, for the Central Library Collection.

b. To develop and articulate collection development policies within areas of responsibility.

c. To assess the reference and research collections on an ongoing basis to assure currency, depth, breadth, and relevance to the needs of UCSD faculty, staff, and students.

d. To assist with allocation and budgeting within areas of responsibility.

e. To advise on collection development issues of librarywide concern.

4. RESOURCE SHARING

GENERAL GOAL: To maintain awareness of and effective access to the collections and services of other libraries, and to share our own collections and services as appropriate.

SPECIFIC GOALS:

a. To provide interlibrary loan services for faculty, staff, and students of UCSD.

b. To provide access to and promote use of the collections of the Center for Research Libraries.

c. To make effective referrals to reference and information services offered by other agencies, particularly within the San Diego area.

d. To assist in shared purchase decisions within the UC library system.

e. To promote cooperation within formally designated networks (e.g., the U.C. libraries, Serra).

5. FACILITATION OF ACCESS AND USE

GENERAL GOAL: To facilitate access to and use of the library's collections and services through a variety of orientation and service design activities.

SPECIFIC GOALS:

a. To design services (physical layout, signs, etc.) to make access and use as easy as possible for users.

b. To plan and design printed brochures and guides to the library's reference and research services and collection.

c. To provide point of use orientation aids as necessary

d. To coordinate the Central Library's general orientation tour program.

e. To incorporate library orientation in ready reference activity.

6. PROMOTION OF LIBRARY SERVICES THROUGH INSTRUCTION

GENERAL GOAL: To promote library use as part of the scholarly process through a variety of instructional activities.

SPECIFIC GOALS:

a. To provide beginning scholarly users of the library with basic search strategies through instructional activities such as CI 50 and the Cluster Seminars.

b. To make formal presentations on library research strategies in academic courses.

c. To provide special library information and skills seminars for faculty and staff

7. PLANNING AND MANAGEMENT

GENERAL GOAL: To engage in those planning and management activities which contribute to the maintenance and improvement of library services of the highest quality.

SPECIFIC GOALS:

a. To review and validate departmental mission statement, goals, and objectives on a regular basis, at least every two years.

b. To engage in periodic measurement of service effectiveness.

c. To keep statistical records of departmental activities that will contribute to informed planning of programs and services.

d. To relate individual performance objectives to departmental objectives while maintaining individual professional identity.

e. To promote participative management and planning through weekly departmental meetings and other means of communication and consultation.

f. To develop and articulate policies which promote effective and equitable library services for users.

g. To work effectively with other library units to promote effective library services.

h. To participate in appropriate librarywide planning activities.

8. STAFF TRAINING AND DEVELOPMENT

GENERAL GOAL: To engage in training and development activities leading to the improvement of services and professional competence.

SPECIFIC GOALS:

a. To take advantage of formal training activities (e.g. workshops, institutes, courses, etc.) as appropriate and as resources permit.

b. To keep up with relevant professional literature.

c. To participate in performance review activities with the central objective of improving personal and departmental performance.

d. To participate in appropriate professional organizations and activities, thereby contributing in a more general way to the furthering of library services.

e. To keep abreast of and respond to technological developments in library science.

PERFORMANCE STANDARDS FOR UCSD INTERLIBRARY LOAN SERVICE

I.. BORROWING

A. The following sequence of lenders will be preferred. They are in order (1-5) from those most likely to give fast service to those least likely to give fast service:

1. San Diego State University Library; UCLA.

2. Other UC campuses in the southern region: Santa Barbara, Irvine, Riverside.

3. Other UC campuses in the northern region: Davis, Berkeley, especially.

4. Other campuses in the state university system (i.e., besides SDSU); Center for Research Libraries.

5. Libraries outside California which do not charge for ILL services.

6. Libraries outside California which charge for ILL services.

B. The following modes of transmission of borrowing requests will be preferred:

1. OCLC.

2. Courier (UCSD or Serra couriers).

3. U.S. Mail (ALA ILL forms).

4. TWX (only used occasionally).

C. It is the intention of UCSD ILL to transmit borrowing requests to potential lenders as quickly as possible. Therefore, the following will apply to all requests that involve routine verification:

1. Requests submitted before 4:00 p.m. and transmittable by OCLC should be transmitted during the next business day. Same day transmission is possible for some requests, especially those submitted early in the day.

2. Requests submitted by 8:00 a.m. and transmittable by the UCSD courier will go out by 8:00 a.m. the next business day. Requests submitted after 8:00 a.m. may be processed for transmission by 8:00 a.m. the next day, depending on workflow.

3. Requests submitted by 10:00 a.m. and transmittable only by U.S. Mail will be transmitted not later than the end of the next business day.

D. Requests which require more than routine verification will be referred within two business days after submission to the appropriate Subject Specialist librarians. (Routine verification will be defined as identifying proper bibliographic citation and location(s) within the first five sources consulted). Reference librarians will give rush treatment to all referred ILL requests. The librarian should either verify the request or consult with the requestor within the next business day, with the result that the request is either transmitted or returned to the requestor for further information as quickly as possible, usually within three business days.

E. To summarize C. and D., only under very rare circumstances should a borrowing request remain untransmitted in ILL for more than three business days after submission.

## II. LENDING

A. The following sequence of borrowers is presented in order of priority treatment:

1. Libraries of the University of California. Our intention is to fill UC requests as soon as possible:

   a. Requests received by courier at the beginning of the business day should be filled and sent (or posted unfilled) by courier at the beginning of the next business day.

   b. Requests received by OCLC before 11:00 a.m. should be filled and sent (or posted unfilled) no later than the end of the next business day.

   c. Requests received by U.S. Mail should be filled and sent (or posted unfilled) by the end of the next business day.

2. San Diego State University Library should receive the same treatment as the UC Libraries, once the UC Libraries have been taken care of.

3. All other libraries should be served as promptly as possible after the libraries in 1. and 2. have been taken care of. It is our intention not to let any lending request remain unprocessed for more than three working days.

B. The above procedures apply only when lending requests are properly verified. UCSD ILL will give only minimal treatment to unverified requests or to blind requests.

C. The following modes of transmission will be preferred for materials lent from UCSD ILL units:

1. Courier. For materials being sent (a) to UC campuses within the southern region and (b) to libraries within the Serra system.

2. United Parcel Service. To libraries within the UC system not covered in #1. The Library has special funds to transmit by this mode.

3. U.S. Mail. All other destinations will be served by U.S. Mail.

From: Performance Evaluation of Librarians (October, 1981)

Arizona State University Library

## INTRODUCTION

The performance evaluation provides a structured opportunity for a constructive assessment of the librarian's** performance and goals. This procedure helps to clarify the assignment and scope of responsibilities. It also assists in recognizing accomplishments and possible deficiencies and in identifying reasons for any such deficiencies. Finally, it aids in eliminating possible obstacles to better performance as well as in developing specific plans for improvement.

The performance evaluation is a combination of self-review and supervisor review of the past year's work, and a statement of goals for the coming year. The reviews address the statement of goals for the year just completed, and are based on the application of the ***Criteria for the Appointment, Retention, Tenure* and Promotion of Library Faculty: June 30, 1981 (*Pending approval) to the individual's responsibilities. The statement of goals is prepared in close collaboration with the supervisor, and addresses the areas of responsibility assigned to the librarian. It incorporates the elements, selected by mutual agreement, which become the librarian's priorities for the coming year. This interactive process achieves an individualized tailoring of each year's activities.

At the time of the annual performance evaluation the librarian prepares a self-review addressing the Criteria and all points in the previous year's goals statement. Each specific area of the assignment is discussed, the degree to which established goals were met and why, and the relative weight assigned to each area. The librarian will also prepare a statement of goals for the coming year. These two documents will be given to the appropriate supervisor who will respond with a review of the past year's work and comments on the goals statement. The evaluation interview will take place and become the forum in which agreement is reached on the goals for the coming year. The goals may be renegotiated during the year and added to the documentary package.

The Supplementary Review provides a way for the librarian to furnish additional information demonstrating professional progress in light of the Criteria. Supplementary Reviews may be solicited from colleagues in the library, the faculty and/or the profession. The primary evaluator will solicit Supplementary Reviews for the librarian being reviewed. The librarian will supply a list of possible names that will be discussed with the primary evaluator and mutually agreed upon. Mandatory Supplementary Reviews will be prepared for librarians who are Subject Specialists, on probation, requesting promotion, or whose jobs include instruction or computer reference service. All other Supplementary Reviews are optional.

Performance evaluations must be submitted by each librarian annuallly.

**For the purpose of this document any reference to librarian includes archivists.

***Henceforth referred to as Criteria

LIBRARIAN GOAL STATEMENT

1. Using the goal statement from your last review and the Criteria, analyze and evaluate your performance and the accomplishment of your stated goals for the past year. This self-evaluation should be a critical appraisal of your success in meeting your goals,and any obstacles that kept you from meeting them. Your self-evaluation should include all of the areas in the goal statement and provide the reviewer with sufficient analysis to measure and evaluate your performance. You should include any projects or activities that you did not anticipate in your last goal statement.

2. Using the Criteria and the Guidelines for Interpretation describe your goals and activities for the coming year. You should include an approximation of the commitment involved with each activity so that your evaluator will know the relative weight you feel is appropriate for each activity. The goal statement should be a detailed plan including committees, professional activities, and anything else relevant to the four categories listed in the Criteria. You should provide sufficient information to help your reviewer understand and support your plan. You should also note those areas in which you need additional administrative support, equipment, financial resources or staff support.

Signature_____ Date_____

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REVIEWER FORM

1. Using the last goal statement prepared by the librarian, comment on and evaluate the success of the librarian's peformance. Your comments should be in sufficient detail to provide the librarian being reviewed with a clear idea of your perception of the performance: areas of improvement needed, strengths and weaknesses, and levels of performance in all areas of responsibility.

2. Review and comment upon the goals the librarian has established for the coming year. Your comments will provide the basis for discussion with the librarian of the appropriateness of proposed activities, the way in which those activities will be accomplished, and how they meet individual departmental and library objectives.

3. If necessary, add any further comments resulting from the evaluation interview that will clarify or alter the librarian's goal statement. Both the librarian and the reviewer must sign this section and the librarian being reviewed should be given a copy.

Signature _____ Date_____

# THE ROLE OF THE REFERENCE LIBRARIAN/SUBJECT SPECIALIST:

Responsibilities

Expectations

Accountability

Dora Biblarz, Head, Collection and Acquisition Services

Carolyn Dusenbury, Head, Reference Service

University Library

Arizona State University

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I. Introduction

Purpose

The purpose of this document is to describe the interactive and complementary nature of the reference librarian's role and the ways in which performance of assigned responsibilities will be evaluated for personnel action. An attempt is made to provide a framework in which job performance responsibilities and expectations are mutually understood. The attempt is based on the premise that a librarian and cognizant department head(s) should participate interactively in the design, setting of goals and evaluation of all assigned responsibilities.

General Description

The role of the reference librarian is an integration of many complementary parts: reference service, subject specialization/collection development, in-depth reference, computer reference service, instruction, liaison, library publications, professional development, and organizational support. The job description for a reference librarian is combined with these other responsibilities to create an integrated, rather than mutually exclusive, combination of activities appropriate to the needs of the campus and the library. Each reference librarian will design his/her job in conjunction with department head(s) so that all parties have a common understanding and expectation. Reference librarians residing in Reference Service who do not have subject specialist responsibilities are expected to design their jobs in the same way as reference librarians with subject specialties but will not include the areas addressed in the "Collection Development" section of this document. During their first year of employment, new librarians will work closely with appropriate department head(s) in designing the perameters of their position responsibilities. It is understood that there will be substantial differences among the descriptions of each individual librarian.

This document should be used in conjunction with the "Criteria for Retention, Tenure, and Promotion" (June 1981), the procedures for evalua-

tion, and "The Goals and Objectives of Reference Service" (June 1979); it supersedes "The Role of the Subject Specialist at ASU Library" (1980).

## II. Areas of Responsibility/Expectations

### A. Reference Service

The use of library collections is the raison d'etre for the acquisition, organization, and storage of material. This being the case, reference service is fundamental to the mission of the library, thus a responsibility requiring the highest possible level of performance. Meeting the daily information needs of the library's clientele is a function that is reflected throughout this document, and is incorporated into the total philosophy of Reference Service.

#### 1. Reference Desk

a. Each librarian assigned to the reference desk is expected to come to the desk prepared to do reference work. Other activities or work taken to the desk should be such that the librarian appears to be and is actually prepared to devote professional attention to meeting patron information needs. Patrons should not feel that they are inconveniencing or interrupting a librarian in an approach to the desk.

b. Successful performance will be judged by an evaluation of the quality of service, service attitude and commitment to a high level of service.

c. Librarians are expected to have an overall knowledge of the reference collection, an awareness of titles added to the collection, and familiarity with reference materials in their area(s) of specialization. In addition, they should have an adequate knowledge of the general collections and services available in the library and elsewhere.

d. Each librarian residing in Reference Service will work the minimum established number of hours at the reference desk. The individual job descriptions or personal preferences of some librarians may result in additional hours at the desk. Exceptions to the minimum are made for the department head and librarians residing outside Reference who wish to serve at the reference desk. The department head may make other exceptions after consultation with members of the department.

2. Specialized Reference. Specialized Reference is the in-depth service provided by specialists in their assigned discipline(s). Representative activities are: Preparation of printed materials for use by colleagues and patrons, computer reference service, extended reference service, research assistance, development of reference and general collections, liaison, and orientation and instruction (described in parts B, C, and D of section II). It is expected that specialists will make all reasonable attempts to provide necessary materials and services to their assigned areas. Evaluation of performance will be judged by the quality and appropriateness of these activities in light of the demand and responsiveness of various academic units.

   Librarians are encouraged to refer those questions beyond their scope of subject knowledge to the cognizant subject specialist. Specialists may arrange for "office hours" if they prefer to restrict consultation time to specific periods.

3. Librarians are expected to be active members of the Reference Service. Performance will be judged in light of the librarian's participation in department meetings, the willingness to discover, explore, and resolve departmental issues as a group or in committees and study groups. An atmosphere of constructive and healthy exchange is encouraged and expected.

4. Reference collection. Using the "Reference Collection Guidelines" (1981) and responsibilities for collection shaping (see B, below), librarians are expected to develop the reference collection in their subject areas and suggest other titles to the department head or appropriate subject specialist(s). Every attempt should be made to keep the reference collection current and usable by removing superseded or unnecessary titles. The librarian also assists the support staff in keeping the collection in repair.

B. Collection Development

1. Introduction

Subject/Area Specialists are responsible for developing and maintaining familiarity with all the short and long range needs of the department(s) they represent, insofar as they concern library support. These needs are evaluated in the context of library policies and objectives, as well as current priorities, and are integrated into them when appropriate. Subject/Area Specialists are also responsible for the evaluation of the library's effectiveness in this context.

The needs of the departments are roughly translated into LC Classes in the Collection Development Policy Statement, thus becoming the definition of the specialist's collection development assignment. When areas of interdisicplinary interest are indentified in a particular department, the responsibility for collection shaping in those areas may logically fall into another specialist's assignment, called primary selector and discussed below.

2. Collection Shaping

a) Primary Selectors are responsible for the execution of all activities described below, in assigned areas:

i. Collection Development Policy Statement:

-define LC Class most appropriate and descriptive of curriculum and research needs in assigned department(s) or center;

-define levels of collecting intensity in LC Classes assigned.

ii. Select and request current retrospective library materials for the general and reference collections.

Monitor approval plans and blanket orders, as relevant.

iii. Evaluate the effectiveness of the collection as well as its quality and relevance.

-conduct formal and informal assessments;
-prepare reports for internal use, University departments, or outside agencies such as accreditation bodies.

iv. Monitor the condition of the collection by deciding location, transfer, repair, replacement, weeding, or adding copies of library material.

v. Review incoming gift material.

vi. Keep abreast of resource-sharing agreements in state, region, nation. Initiate recommendations for additions or changes.

b) Interdisciplinary Selectors: When areas of interdisciplinary interest are identified in a particular department in the process of writing or updating the Collection Development Policy Statement, the responsibility of the collection shaping may logically fall into another specialist's assignment. This person is called the primary selector. The specialist who is assigned that academic department is the contact person in the liaison function, but the collection-shaping responsibilities fall upon the primary selector.

Responsibilities of interdisciplinary selectors are:

i. Keep abreast of the library service needs of the academic departments assigned;
ii. Communicate the information to primary selectors and other library colleagues;
iii. Assist primary selectors in collection-shaping activities, as appropriate.

3. Liaison

All specialists, whether primary or interdisciplinary selectors, are responsible for maintaining close contact with the assigned department(s) or centers. Insofar as their needs are relevant to library service, the specialist is expected to communicate them to appropriate colleagues.

Contact may be through formal or informal means with the faculty library representative, a departmental library committee, participation in meetings, or personal contact with students and faculty in a variety of library or university settings. (See also II. D.)

The general principle of liaison is to promote communication between academic units and departments and the library.

The goals of successful liaison are:

a) to ensure that collection development policies and practices conform with the mission of the university and with current and future developments in academic programs;
b) to evaluate the perceived needs in the context of library objectives and priorities; integrate new requirements into library collecting and service goals, as appropriate;

c) to evaluate the effectiveness of the library's collections and service in light of stated priorities and objectives, and recommend changes or improvements.

C. Orientation and Instruction

1. Orientation. All Reference Service librarians are expected to participate in orientation activities (e.g., general tours). To leave this responsibility to those who are willing causes an undue burden on the few. The Instruction Librarian, as resource person and coordinator, should have the cooperation of all librarians when they are requested to participate in orientation.

2. Instruction. The Instruction Librarian will be the resource person and coordinator for instructional activities, working with all reference librarians, subject specialists and the Coordinator of Publications.

   It is expected that program evaluation by the Instruction Librarian will include the informal evaluation of the need for and response to instructional opportunities. The Instruction Librarian will be encouraged to use the most appropriate human resources in advancing the instruction program. The cooperation and assistance of librarians is expected.

3. Specialized Instruction. The specialists, using the resources of the Instruction Librarian, are expected to respond to the instruction needs of their academic units and to inform, educate and encourage instructional programs in areas of unperceived need as well as areas requested. Representative activities are: the production and dissemination of printed guides, pathfinders and other informational materials, the presentation of course related tours, lectures, workshops and courses to students and faculty, and the preparation and/or use of instructional materials toward the goal of efficient use of library resources. Specialists should make an attempt to influence and improve the design and intent of faculty-devised library research assignments.

Further, they should attempt to clarify the intent of ambiguous assignments and pass useful information on to colleagues.

D. Liaison

The general principle of liaison is communication between academic units and the library and between departments in the library. Reference librarians are expected to be aware of and communicate to appropriate colleagues activities that impact the library's services or collections. They are also expected to keep academic contacts abreast of relevant library activities. Liaison is a function integral to reference, collection development and instruction, as described in parts, A, B and C of section II.

III. Accountability and Evaluation

The revised procedures for annual review are designed to make the evaluation process more equitable and more comprehensible to all parties. The librarian being reviewed is, more than ever before, the architect of his or her job.

The self-review will not only summarize the activities of the past year but will also include a detailed description of goals and specific objectives for the upcoming year. After consultation and agreement between the librarian and head of Reference on the goals and objectives for the next year, the librarian's statement will constitute a job description for that year. This statement will be the primary performance measure for the next year's review and also for merit consideration.

The statement should address not only the principal functions of a librarian in the area of job service performance, but should also include any activities germane to the "Criteria for Retention, Tenure, and Promotion" (June 1981).

## OMS PUBLICATIONS ON GOALS AND OBJECTIVES

Jeffrey J. Gardner and Duane E. Webster, The Formulation and Use of Goals and Objectives Statements in Academic and Research Libraries. OMS Occasional Paper no. 3. September, 1974. 45 p. $8.00

Richard J. Dionne, "Review of the Formulation and Use of Objectives in Academic and Research Libraries." ARL Management Supplement, v. 1, #2, January, 1974. 4p. $5.00

Goals and Objectives in ARL Libraries. SPEC Kit/Flyer #58. Washington, OMS, 1979. 98p. $15.00, prepaid